

Ali Schultz:

Sally, good morning. Thank you for joining us on this conversation today. I am delighted to have you with us and I think this conversation is gonna be a delightful conversation and worthwhile conversation for a lot of our audience members who identify as women.

I would love for you to really introduce yourself a little bit and- and tell us a bit about the work you do these days and- and maybe how you got started into this work.

Sally Helgesen:

Oh, sure. I'm Sally Helgesen and for 35 years my primary mission has been to help women leaders and aspiring women leaders, that we're not just talking about positional power here, but we're talking about women who seek to exert influence and have impact, um, all around the world, uh, to recognize, articulate, and act on their greatest strengths, and also to identify what some of the internal barriers are that could hold them back. So, that has been the focus of my work for all these decades. Uh, it was inspired by a... In the service of doing this, I've written eight books and thousands and thousands of workshops and lectures in 38 countries around the world. Previously in-person, now, of course, in virtual since March of 2020. And, um, it's been... And done a lot of consulting with big companies and- and organizations like the UN that have- have sought to, um, more strategically use women's skills.

I got into this... So, I really have... My impact has been as, uh, an- an author, a speaker, and a leadership coach and a consultant. But I got into this... I had been, in the '80s, uh, first I was a journalist, and then I was in corporate communications. And what I saw was, I worked in very good companies in corporate communications. What I saw is they had absolutely no idea, um, the kind of skills and ideas the women could be contributing. This was back in the '80s. And the whole message women kept getting was, you know, sort of leave your values at home, uh, if it moves salute it, uh, imitate the male leadership style, and try to fit in, and then maybe you can make a contribution as well. And I felt that this was pretty poor advice we were getting and also I saw firsthand how much women have to contribute sometimes. I felt like I heard the best ideas when I was in the ladies' lounge, which used to be a place where people went to smoke, if you can imagine, back in the 1980s.

Ali Schultz:

(Laughs)

Sally Helgesen:

So, I was determined to bring a little bit of awareness to organizations of what women could be contributing by outlining what their strengths were. And I decided to study some of the most successful women in the country at that time, women who saw how being a woman is part of their success, not women who said, "Well, yeah, I'm- I'm successful, but being a woman has nothing to do with it." 'Cause I wanted to get a sense of, you know, what is that female energy, that female, uh, orientation, that female vision that- that women can really... can bring to the... to their organizations.

So, in the first book in this field, I've written other books, but in the first book in this field, uh, *The Female Advantage: Women's Ways of Leadership*, I profile, um, four women in the US. I would have loved to do it globally, but didn't have the budget. And, uh, looked at their leadership style. And I think the timing was fantastic, because it was really the first book that looked at what women had to contribute to organizations, rather than how they needed to change and adapt, which had been the theme of everything written in the '80s, academic or popular. And, uh, so, companies started having me in and having me in to speak to their women or, "Can you work with our women?" Et cetera. And I

thought, well, this is more interesting writing my own speeches than writing speeches for executives. So, I left that work and pretty much went full time in, uh, early 1990 supporting the Female Advantage and since then have just continued to expand that, write more books on the subject of women's leadership and inclusive leadership. Uh. And, uh, and- and do programs around, do programs around those books. So that was really... It came out of an observation, it came out of something I noticed, which is that organizations were not very good at using the talents of the women that they had.

Ali Schultz:

Yeah. Um. I really love how you have tracked us kind of through the- the past few decades. Um. And I was reading, um, I believe it was, uh, it must have been the *Female Advantage*, or maybe it was the *Female Vision*, but, um, there was one right before *How Women Rise* came out where you were talking about some of these things and I had to go look at the publish date to be, like, is this still actually happening in this, like, in the 2000s? (Laughs) You know? Um. So, it was really, really interesting. Um. Have you... What have you seen change? Or have you seen anything change?

Sally Helgesen:

Oh. I've seen things change tremendously. Tremendously. Um. There are a number of ways that they've changed. Women have gained much more confidence. Much more confidence in what they have to contribute.

And really often define what they want their legacy or their achievements to be, based on that. So there's just a... Much more confident. Would I say, that they're... the average woman in an organization is as confident, uh, of her right to contribute as the average man? No. But the increase is exponential.

Secondly, women have much more solidarity with one another. This was a real issue in the '80s and still in the '90s. In the '90s I was doing programs for big corporate clients and there were women's leadership programs and they were determined to get some of the more senior women to, uh, contribute and to be part of the program. Senior women, for the most part, not always, didn't want anything to do with it, and you would hear them say things like, "I want people to see me as a leader, not as a woman." And, uh, they felt that... that that wasn't, you know, gonna be helpful for their careers to get too identified with, uh... as a woman. (Laughs) Good luck.

Sally Helgesen:

But, uh, what was interesting is that really changed. And what I see now is women view supporting other women, not only as a good thing to do and a smart thing to do, but a good career move and a way of positioning themselves and making allies. And then, that's the third thing that I've watched change, is women are much more intentional about enlisting support and allies. Still got a way to go. And then this new sort of men as allies movement that's evolved in the last couple of years, I think, has ramped that up, um, men who are interested in supporting, championing, mentoring, and supporting women and have really gotten involved. I generally s-... um, often 30%, even more percent men participating in women's leadership programs that are open, and that was very rare in the past. Um. So I think that... And women seem to recognize that we need a broad spectrum of allies, rather than just, uh, a small cohort of people who have believed in us from the beginning, in order to, uh, to build careers that are really satisfying and have impact.

Ali Schultz:

Hmm. That's amazing. Um. In one of the books, you mention, too, how, you know, there is this- this feminine way of- of- of leadership. And, um, in... While the books are focused on that, there's this little

caveat that you mention, which is, but there are plenty of men that I've encountered, I'm paraphrasing, you know, that also see this and say, "Oh, but I lead-... I value this way of leadership, as well." I'm curious if you could say a little bit more about that.

Sally Helgesen:

Certainly. What I've seen has been an evolution here, which I think is one of the most under-remarked and under-acknowledged changes that's happened in our culture in the last 30 years. And that is fairly broadly, excellence in leadership is more and more defined by characteristics that, say back in 1990 when *The Female Advantage* was published, were dismissed as soft skills, not leadership skills. Things like listening, like the ability to, um, motivate and empathize with people and move... and lead in a more inclusive way. This is recognized, not everywhere, of course, and there are some spectacular examples of men and some women who aren't like this, but, um, but that... Well, how we perceive excellence in leadership has really evolved. And it is a much more, um, traditionally female model than was true back in the 1980s when, you know, everybody was trying to copy Jack Welch, his name was Neutron Jack, and whose idea was, you know, you just identify... you need to do is cut the fat relentlessly, meaning his employees he was talking about, And maximize shareholder value at all costs. Turns out that there were some real issues around that.

I don't hear from, you know, male leaders who are recognized as, you know, superb leaders, I don't hear that kind of hero worship of those gotta be tough, gotta... you know, gotta bottom-line it in every situation. I don't see that. And there are exceptions, of course. But that's, to me, been a huge and significant change and I- I think that it's not recognized and it certainly not recognized the extent to which women have influenced, uh, that change and see that- that leadership heroes of the last decade on the Alan Mullaly at, uh, at, uh, at Ford, Bill George at Medtronic, et cetera, very much in line with this. And, uh... so that's been a... that's been a fascinating thing to watch, from my perspective.

Ali Schultz:

Hmm. Yeah. We, um, here at Reboot we say... Uh, well, Jerry, Jerry will say, well, I guess we all do, but, uh, you know, better humans make better leaders, and better leaders create more humane organizations. And, you know, just to kind of bring this just to the- the base level of humanity, like, there's, um... there's something so humane about those quote, quote soft skills. You know? Like listening and clear communication and, um, uh, y-... y-... the inclusivity piece, like all those- those threads and layers that- that we've, you know, a culture of, you know, belonging and- and safety, really.

Sally Helgesen:

Yeah. Exactly. And you see this is in the fantastic work Amy Evanson has done on psychological safety in the workplace, how important that is. And- and I think you'd see [inaudible 00:19:08] fascinating to watch that... When I talk about how this has spread to companies...

Ali Schultz:

Mm-hmm.

Sally Helgesen:

... that's true, but it's also spread [inaudible 00:19:20] the militaries of advanced Western countries, as well, that these kinds of principles about motivation and care and listening and supporting are inculcated in those organizations, as well, at the top levels. And it- it's really fascinating to watch, especially right now. We're seeing an example of how that contrasts to a country where...

Ali Schultz:

Yeah.

Sally Helgesen:

There's... It's so hierarchical and absolutely no care for their own soldiers. So, it's- it's very interesting and I've... I've watched, you know... The first letter that I got for the *Female Advantage*, 'cause it was back in the days when, you know, people wrote your publisher and the publisher sent on the letter in its envelope.

The first letter I got was from General Perry Smith at the... at the, um, at the National War College in Stone Mountain, Georgia, talking about how important all this information was for soldier training. And that just kicked things off. I've- I've had the opportunity to do a lot of work in- in the military services broadly and, um... So, I- I- I see that, and, uh, uh, St-... Sandy Stosz, who was the first woman who was a superintendent at the military, uh, academy, of the, uh, US Coast Guard Academy, so on par with West Point and, uh, um, and Annapolis, uh, the- the first woman, and she brought these characteristics so much into the US Coast Guard and other military academies have since credited her with beginning to change some of what's perceived of as excellence in leadership of a service academy as well. It's been this big, big impact, and I don't think it really gets recognized sufficiently.

Ali Schultz:

I love this so much. I love that... how you've... how you're kind of, in a way, kind of writing the paradigm shift in some way, you know, as you're researching and- and tracking this. And- and as a woman, you know, in- in the workforce and as a woman leader, um, I- I feel like I've- I've benefited from some of this, as well.

Ali Schultz:

You've written so many books on women in leadership. In so many of them... well, in- in at least, you know, a few, uh, that it- it emphasizes the way... the ways of leading that women just kind of naturally have, um, or these kind of qualities of leadership that women naturally have, um, that- that for the longest time was so contrary to that more dominant model, right, that you were citing, like that was just so big and prevalent back in the '80s. Um. And- and that model now is being challenged in so many ways.

What are some of these things that are worth highlighting, that women... that women who are listening might know about themselves or know about how they- they show up or feel into the- their leadership or how they know the world, that, I don't know, if they heard this they might feel a little bit validated or vindicated or something?

Sally Helgesen:

I think that's really important to do, is connecting the dots, because after all, in order for this work to have impact that I've been doing, it's not just about big observations about how the world is changing or how open a variety of institutions are to this. It's about what women can take away that can help them, as I said at the beginning, recognize, articulate, and act on their greatest strength. And I think that in a way the word articulate is the bridge there and- and in that way of being a bridge, almost the most important word, because in my experience, having done so many thousands of workshops, women often have a good sense of what they're good at. They have a good sense that they're good at motivating, they've seen how their team responds to a certain kind of orientation or a way they express something, they see the value in concrete terms, being able to listen to their people, provides. They see the value of

being able to bring, uh, aspects of their personal and private or domestic experience into the workplace. Uh. And they s-... they see how valuable that is. They see... They recognize first-hand, um, how much value diversity can provide, because they themselves have been outsiders. So they recognize what condescending behaviors and expectations feel like.

But they also know the kind of value that having fresh eyes on a program, on a... on a problem can provide. So there are all these aspects of leadership that they understand and that they may talk about with their friends, you know. Like, "I thought I was better at doing that than, you know, this guy who got appointed." But the key is being able to really articulate those in a very clear and a very succinct way, and to be... that also, uh, gives some s- specific reason that they're important to the organization, to the team, to the larger enterprise. Not just to the world in general, but specifically being able to articulate what their value is. And so, that's why I've tried to work with women in having very intentional style in their leadership. And that often starts with lots and lots of thinking about, you know, what are my skills? How can I, uh, describe those skills? How can I describe the value that those skills can bring to this particular situation? And what some of the potential outcomes would be.

So that part of articulating your greatest strengths is the bridge between recognizing them and being able to act on them. Because you want to act on them in a way that is very clear but also brings a degree of attention to what you're doing. Y- you- you want to have that visibility for what you're doing, not just because it will probably make you more successful, which in most cases it will, in other cases it could- could not work where you are and give you information that maybe this is the wrong place.

Sally Helgesen:

But as long as you're able to be very clear about what you're doing, why you're doing it, and what the value is, and why you're the right person to do it, uh, then you will position yourself to have visibility around that. And that visibility is important for you and your career. It's important for other women coming up. And it really gives other women more confidence in what they have to contribute. When I wrote the *Female Advantage*, the most common thing I heard from women was, um, "What you've shown me is that I have a leadership style. I didn't know I had a leadership style."

Sally Helgesen:

"I thought it was just how I did things and I didn't know if it was right. But now I can see it as a leadership style." So I think that's a very important question for every woman who feels any degree of uncertainty or even women who feel a lot of certainty, you know. What is my leadership style? What are its characteristics? And why is it so important in the situation that we're in? How will it add value? That's the thing we want... we want to do. It doesn't have to be highly quantified or, you know, "We will increase c- customer contact by X- X point, uh, et cetera." Although that's fine, as well. But it can really be in building the capacity of the organization, making the team more fit for what it's doing. So thinking through those things and being able to articulate them with intention and clarity, I think it's... is key and that's an ongoing, uh, e- enterprise.

Ali Schultz:

Yeah. And one of those things that I know many of my clients, uh, don't even think about, right? Like, what- what is that leadership style? Much like... much like you were saying. One of the things where I- I find women get stuck and one of the places where I- I- I promptly recommend that they read *How Women Rise* is, um, so many women, um, they... there's something about being an exceptional doer. (Laughs) They're so good at doing things and taking care of so many things and, um, there's- there's some belief that, "Oh, someone will see all these amazing things I'm doing, um, and then, therefore, promote

me. Like, why am I not being up... why am I not up for this promotion?" Um. And- and as you kind of note, you know, in *How Women Rise*, in a lovely, lovely chapter (Laughs), that's kind of a trap where we- we get stuck.

Sally Helgesen:

It's a big trap. And I'll tell, you know, when I do programs that are one hour and ninety minutes as opposed to full fledge workshops where I work on all 12 of the habits and behaviors in *How Women Rise*, um, I usually send out a questionnaire to the client in advance and say, "Can you poll the people who'll be in this program and see which of the habits and tendencies they most identify with?" So they'll do three or four. I don't know that I have ever (Laughs) done that poll where one of the three or four items has not been that habit number two that you're referencing, which is expecting others to spontaneously notice and value our contributions. I'm going to say it again. Expecting others to spontaneously notice and value our contribution.

When women are reluctant to, to what we were talking about, be very clear in articulating what their contribution is. They- they- they're often reluctant. They may have had a negative response in that. "Well, you're pretty aggressive, or you don't seem to lack confidence", you know, a very condescending way. They may have had someone say, uh, "You seem pretty ambitious." You know, whatever it is. Whatever kind of pushback they're getting.

Ali Schultz:

Yeah. (Laughs) Yep.

Sally Helgesen:

They'll internalize that, of course. You know, they- they may also think, "What a jerk," but they'll internalize that [inaudible 00:31:27]. The most common question I get from women, number one, is how can I talk about my achievements without appearing too aggressive or all about me?

Or without undermining what my team has contributed? That's the other concern women will have. If I talk about this as my achievement, I know it's embedded in the team, so how can I do that? You know, how can I recognize we're supposed to be working as a team and I'm talking about my achievements. I don't see how that works.

So these are... these are reasons that will hold women back. And I'll address both of those in a moment. But because they are uncertain or lack, you know, real confidence in how to talk about what they've achieved or contributed, they default to a passive hope that other people will notice. And I've heard this for 30-plus years.

"I believe that if I do great work people will notice." Or, "I believe that if I do great work people should notice."

Ali Schultz:

Mm-hmm.

Sally Helgesen:

And they should, probably, but they don't, you know. We're all busy and especially in the virtual world, even harder. So, everyone needs to take responsibility for bringing attention to what they've contributed for themselves, but also for other women coming up. That's really, really important to learn how to do

that. And a couple things that I find really helpful is using what I call, and this really isn't in the book, I've more evolved it since, the language of contribution.

Ali Schultz:

Mm.

Sally Helgesen:

Where you are... you speak in terms of your contribution. Not like, "Well, I did that or this or et cetera, et cetera." Um. And this can solve the problem with the team, too. "When our team was able to achieve incredible results with this. For example, one, two, three. My contribution was..." It's not an either-or. It's not either you or your team. You can talk about what your team did, but you always want to also be clear about what you contributed. And use... Again, using that language of contribution. "I was..." You know. "I aim to contribute this in this job. This is what I would like my contribution to be here." Um. "I feel like I was able to contribute in this way. Here's something I contributed." Women are more comfortable, generally, using that language, because it's realistic, an understanding of how they perceive, um, their actions, that they're a part of a larger effort, not just them. But you don't want to get lost in the process.

And, you know, we see women do it all the time. I'm sure you have. "Well, that- that was a great job." "Oh, it wasn't me. It was my team." That's not gonna... That's not helpful, really, to either you or your team, and it's certainly not helpful, uh, to women coming up. You want to set an example of someone who can speak comfortably and clearly and accurately about what you contributed. Women are often, "I don't want to be like that jerk down the hall who's always talking about, uh, you know, how great he is." Well, don't worry about that. That's not what we're talking about here. We're talking about making sure that your contributions get recognized.

Ali Schultz:

I'm thinking of so many women in my life. You know, in- in- in listening to you, I was also thinking about my mom, who's never had a, uh, well, we will say a quote, quote, real job, um, you know, within corporate America or- or anything, you know. She was just- just an amazing mother. But she, embedded in her is this element of, um, "Oh, it's not me." Um. "Oh, it's not me. Everything else happened, you know, kind of conspired to make this thing happen."

But there's this other thread, too, which is really heavy, which is, "Oh, I do so much. How come nobody sees it?" You know? So there's both of those elements. Um. So, it's interesting to kind of see those just even outside the workplace, you know, in terms of some of the things that women can carry.

Sally Helgesen:

Yeah.

Ali Schultz:

Very deep.

Sally Helgesen:

They're very deep. It's a kind of m- martyr-ish, you know, feeling. Well, and- and that's what happens when you expect other people to notice. when you put the responsibility-

Ali Schultz:

Yes.

Sally Helgesen:

... onto them, they often don't notice. So, we've become something that is in the service of your endless being disappointed in other people. How does that serve you? If your actions continue to make you disappointed in other people, whether it's as, you know, uh, in an organization, in your community, uh, in a nonprofit, a volunteer position you're part of, with your children, with your husband, uh, if you are unwilling to step up and let them know what you've contributed... And this is what I would say to women, this is one of the most important things that you can learn to do, because if you don't find a way to articulate what you have contributed, then over time you will come to feel under-... you will come to be under-recognized, you will feel undervalued, and you will disengage. Over time, you will disengage from having the ability to contribute. It can be a perfect job for you, but if you feel deeply unappreciated and under-recognized, you will lose your passion for that job.

So, we really have a responsibility to be able to do this and falling into any kind of, you know, "Well, I guess, you know, I was really able to do something there, but nobody could see it." [inaudible 00:38:03] want to say that unless you know you gave it your absolute best shot to get recognized and to articulate what the purpose is. And we see it families, we see it in nonprofits, you see it across the board.

Ali Schultz:

Yeah. And you said something earlier which I think is really worth highlighting there, and that is, e- even if you are, as a... as a woman, articulating and clearly stating your contributions and- and how... what influence and impact you are having, and that's not being received in the organization or the culture that you're in, that's information.

Sally Helgesen:

It's good information. And I'm glad you brought up the word information, because that's another thing. When you feel awkward about talking about what you've contributed, try to frame it as information that could be helpful to that other person, that could help them-

Ali Schultz:

Mm-hmm.

Sally Helgesen:

... do their job, uh, that can be useful, rather than, "Oh, well, that's gonna be bragging." No. It's not necessarily bragging. If you made a certain contribution on an effort, it's helpful to people to know what you did. They'll know how to evaluate you, they'll know what you might be good at that you're not being developed in, um, they'll know who- who- who helped you.

The other thing is, and you really need to be able to do this well and with skill, you need allies, because you don't want to be the only person talking about what you contributed. So, you need to let other people know what you're doing, you need to talk them up and they talk you up. And- and, you know, that's- that's how a lot of successful men got where they are. They had allies who talked them up and they talk those guys up, as well. And, uh, women are often less eager to do that, for whatever reason. Or it's just a- a- a skill, a sort that they haven't developed as much. They're... More and more, women are really developing that, so that's, you know, another thing that I've watched, you know, progress here, and that's part of the solidarity I was referring to earlier.



Ali Schultz:

You said something earlier about being... you know, women being... that- that there's that kind of martyr tendency, right? And, uh, women, I feel that they have this, um, uh, ability to, you know, become invisible, uh, with all that they do. Uh, and the ways in which they expect, you know, others to see that and without that recognition, they feel unrecognized and then even more invisible, you know, in the background.

But to kind of look at maybe a deeper pattern of that and to lift up different model for- for how, maybe, uh, women could aspire or feel into what is this new model for me that I... that I could leverage, if I... if I do find that behavior or that tendency in myself, uh, for martyrdom or, um, waiting for someone to notice me, et cetera the *Female Advantage*, at the very end, it's... it's the last few pages, you talk about, um, uh, a symbol, um, a- a Jungian symbol, actually, that, um, Carol Pearson, um, talks about. And instead of the martyr, um, where, um, obviously the individual is kind of erased, the alternative image or symbol is- is that of the magician. And if I could read something here, maybe it'll kind of spark some of this.

Ali Schultz:

"The magician incorporates the martyr's emphasis on care and serving others with the warrior's ability to affect his environment by the exercise of discipline, struggle, and will. Thus, the magician knows how to sacrifice and give care without losing personal identity, and how to work hard to achieve something without getting caught up in an unceasing competitive struggle." Um. It- it's a really, uh... This whole chapter is just... These final pages are just so potent, I think, in terms of that image and that model, for women, especially.

Sally Helgesen:

Yeah. I think this is really moving beyond the kind of dualism, that, you know, very gendered thinking has created, where on the one hand we have women who are the self-sacrificers, who are giving everything up, and that's becoming behavior for women. And this is, by the way, why when women try to step out, they'll get tagged as overly aggressive, they'll get tagged as, you know, overly ambitious. There were... some journalist pointed out the number of citations that put the word Hillary Clinton with ambition, ambitious and it was unbelievable. It was off the charts. There were even thousands of references to her as "pathologically ambitious," because she was running for President. So I think that, you know, that attempting to assume leadership at a big level and being very clear about what you can contribute often makes certain people uncomfortable because they feel like you should be back in a role where you're sacrificing yourself so that others can make this contribution. And we often internalize that. So, exhibiting anything like, uh, ambition, which is a warrior, um, a warrior characteristic, is then seen, I think, as unfeminine and- and ultimately as unmotherly. You know, this would be a terrible mother...

Sally Helgesen:

... somebody who's putting her own interests above those of her children. So, it- it- it stirs discomfort. And I this bea-... this image of the ma- magician, which Carol Pearson, who write a lot of books Jungian archetypes, um, came up with is just beautiful, because it says no, we don't either have to be the self-sacrificer or, you know, the heroic warrior forging our own path without concern for others, which was the old sort of non-inclusive leadership model I was talking about that was so prevalent, uh, during the 1980s. We don't have to choose between those two. We can exhibit care for the community, care for those who we're responsible for, whether it's in an organization, in a family, or the community. We can

exhibit that care, but do it in a way that has some level of- of warrior capability. And not apologize for that warrior side, because that warrior side is also about protecting the community.

Ali Schultz:

Mm-hmm.

Sally Helgesen:

So we can give care and we can protect. And I think that that's something that I see the strongest and most inspiring female leaders. You know, Ruth Bader Ginsburg is one example, she exhibit both that sort of grit and toughness of the warrior, uh, with that care for the community. We saw that, um, in the [inaudible] court hearings on detention [inaudible 00:45:42], saw that as well.

Ali Schultz:

Mm-hmm.

Sally Helgesen:

You know, so her I saw as a warrior and as someone who gives care to the community.

Ali Schultz:

Thank you. I think that's a lovely note to end on, 'cause I think that is truly one of the greatest gifts that women can bring. Uh. But also, just a beautiful image of leadership in general. Um. I don't wanna, just again, relegate this to those who identify as women, but for those that do, um, I think they're... that model is, um, is worth kind of picking up and- and- and living into.

Sally Helgesen:

Exactly. And what you said is exactly right. It's not a gendered model. So, it doesn't matter. We don't need to get hung up on do you identify as a woman, as a man, something else. Who cares? The point is, the magician is an archetype that is open to the human race. It's a universal model.

Ali Schultz:

Yeah. Yeah.Well, Sally, thank you so much. Um. I know you have to run and this has been beyond lovely and very...

Sally Helgesen:

Thank you.

Ali Schultz:

... very juicy.

Sally Helgesen:

Well, thank you, Ali.

Sally Helgesen:

I'd really forgotten that entire ending of the *Female Advantage*, and I agree with you that it's very powerful. And, um, so I'm going to come back to thinking about that and how that adapts to, um, the work I do and the work I'll do in the future.

Ali Schultz:

Thank you.