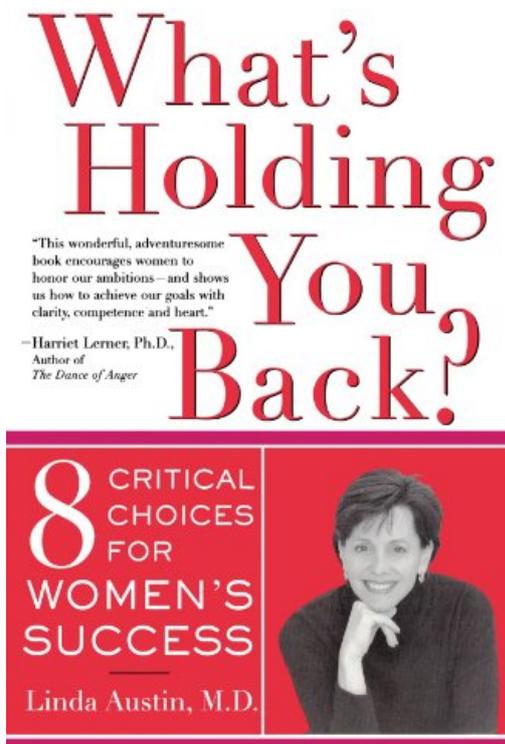


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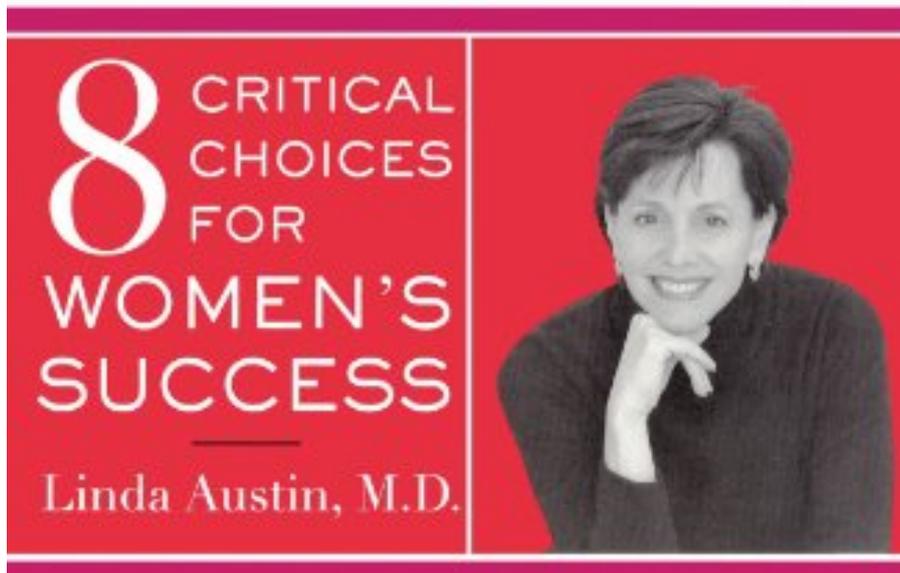
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What's Holding You? Back!

"This wonderful, adventuresome book encourages women to honor our ambitions—and shows us how to achieve our goals with clarity, competence and heart."

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Amazon.com Review

Over the course of the past three decades, the phrase "glass ceiling" has entered virtually every discussion on women in the professional workplace. The phrase has become entrenched in our vernacular as the barrier it refers to--lower salary levels for women than their male counterparts, a limit on their responsibilities, and fewer promotions to positions of real power--has proven to be a disappointingly prevalent aspect of corporate life. However, as Linda Austin convincingly demonstrates in *What's Holding You Back?*, it's nowhere near as career and life defining as the barrier women have unconsciously erected in their own minds.

Austin points out more than half of all undergraduate and postgraduate degrees are granted to women, but notes men are still nine times more likely to reach the highest levels of professional achievement. In other words, the intelligence is obviously there, and the initial drive to do well is evident, but something slows women down on their way to the top. Tripped up by psychological blocks that have been reinforced by culture and society, many women are unable to see themselves as great achievers, Austin argues. Instead of nurturing ambition and pursuing greatness, they shy away from stepping outside the boundary of ingrained behavior patterns--patterns that compel them to "cooperate but not initiate; produce but not invent; participate but not lead; reflect but not create." Austin presents these patterns of behavior, which she identifies as eight distinct, psychological issues united by the feminine drive to affiliate with others, as the countless daily choices women make that radically affect their professional success. These behaviors include examining and fully understanding one's motivation; learning where and how to invest one's energy and focus one's intelligence; employing one's competitive drive productively and efficiently; managing relationships in order to support one's accomplishments and deal effectively with adversaries; and, of course, recognizing how best to channel one's preferred style of dealing in the universal currency of power.

Austin's observations as a psychotherapist and medical professor are fascinating, as are the included findings of other renowned researchers and writers in the fields of psychology and psychiatry. She provides case studies of women in a wide range of occupations and offers explanations and encouragement in a tone that is never condescending, often eye opening, and always inspiring. A stimulating read. --S. Ketchum

From Publishers Weekly

Well-crafted and accessible, this study of the psychology of female ambition is sure to spark discussion about women's choices and the way society allocates power. A psychiatry professor and host of the

nationally syndicated talk show *What's On Your Mind?* Austin points to figures showing that, despite 30 years of feminism, women generally have not attained the same levels of leadership as men when it comes to doctoral degrees and top-level jobs. Prompted by the attitudes of her students at the Medical University of South Carolina--where women tend to express their ambitions in multidimensional terms (i.e., to be great mothers and doctors) while men usually have a singular purpose (to be great physicians)--Austin began to research what "psychological issues most determined [women's] ability to achieve" success. This book combines her findings with abbreviated historical examples and some contemporary cases. Austin identifies eight factors that determine whether women will attain positions of power, and she suggests several reasons why women who are highly empathetic or nurturing hit what she calls the "psychological glass ceiling." Among the solutions she recommends are clarifying one's values and writing a vision statement, and carefully analyzing where to focus one's intelligence and other resources. Such advice might be appreciated by women interested in careers or lives that follow a single path, but not by those who want to change the definition of success. (May)

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From *Library Journal*

Austin (psychiatry, Medical Univ. of South Carolina) has written a challenging book to help women examine their goals. Women, she claims, often fail to construct attainable goals because of the limits they unconsciously place on themselves. First, she details eight psychological issues that she believes determine women's ability to achieve, e.g., channeling motivation and learning to take risks. Then she outlines concrete examples of ways to approach patterns of thought that hold women back. Women's greatest asset, Austin argues, is the "feminine drive to affiliate with others," and she explains how to use it. This highly readable, well-documented self-help work raises questions about how far women are willing to stray from the norm in order to reach their highest potential. It all sounds so simple, but being aware of these choices is certainly eye-opening and useful. Recommended for public libraries and the "popular shelf" in academic libraries.

-Margaret Cardwell, Georgia Perimeter Coll., Clarkston

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