



7. Advice for Leaders and Managers

Reframe diversity and teach inclusivity to all

Focus people on positive outcomes to tackle bias

- Strategic opportunity
- Positive branding

Use authority to change

- Recognize the importance of being led into strategic networks

Stop protecting women from challenging work

Overcome feelings of self-doubt

- 4 behaviors that give the perception of low confidence

Disrupt Yourself

- Be being overly modest => No! Take credit for your achievements!
- Not asking => No! Step up and apply!
- Blending in => No! Stand out and talk about your ideas!
- Remain silent => No! Get your point of view and give facts!
- Prepare but also learn to improvise => Be curious and open-minded
- Challenge and influence authority => Don't always give them what they want => Show your ability to persuade
- Find effective forms of self-promotion => make sure people know about what you did by adding value for others
- Aim for being respected, not just liked
- Be open to diversity and explore unusual paths in your career

Develop and Promote Your Personal Brand

- Articulate a strong point of view
- Build allies before important meetings
- Prepare to speak spontaneously / Write down ideas
- Back passion with facts and figures
- Use an even tone when speaking

Control your narrative => develop a clear and concise elevator pitch

- Network both inside and outside your company => consciously cultivate a broad network

Share your ideas publicly => content creation

Challenge: find a middle ground between acting modest, sharing credit, being indirect AND speaking like a leader and being perceived as too aggressive (but respected in the end).

Be intentional and remain in control

- Know your audience
- Use other tools of influence (logic, specificity, creativity, experience)

Don't forget to be warm

- => Maintain eye contact
- => Nod when somebody is talking
- => Use affirmations like "I understand", "I got your point"

Rethink office politics

- Create relationship maps => know which people to influence

Curated mix of peers but also juniors and seniors

- Construct a scaffolding => connect with agents that could promote you and your skills
- Think bigger & own your vision

Start with a self-assessment of what you want to learn

Be strategic in your search

Make the relationship reciprocal

Look beyond your immediate circle

More than a single mentor

Reciprocate introductions

Find a career sponsor

Break out of the Girl's club

Silence gossip, proving you are special

Prepare for the ask and let people introduce you to relevant new contacts BUT be specific if you need to reach a goal

Don't hide your private life (spouse, kids)

Meet your sponsor in public

Make yourself safe for sponsorship

Overemphasis on consensus can be seen as a weakness

Take notice of your appearance (polished but not provocative)

Collaborative leadership challenge

Empathy is innovation

Learning from failure is strength

Learn from failure

6. Navigate Difficult Situations

Define your responsibilities

- Identify who the final authority
- Define outside resources to be consulted

Don't make assumptions

- Engage in discussions

Think about the real cost

- Make a record of all the emails, voicemails

Respond to an offensive comment at work

- Report it

Sexual harassment

React to biased performance review

Manage a career transition

Turn a request into negotiation

Ask confidently for what you want

Negotiate your job offer

Express yourself

Be authentic

Be visionary

Inspire

Set strategic direction

Sense opportunities and threats in the environment

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