NAME IT, CLAIM IT, AND DON’T EXPLAIN IT/BEING KNOWN FOR OUR GOOD WORK

AN INTERNALLY REFERENCED GUIDE

Presentation for SheLeadsTech
7.21.22
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WHAT IS WRONG WITH THIS PICTURE? (P.S. YOU ARE NOT CRAZY)
1. Like Elizabeth Bennet from *Pride and Prejudice*, know your inherent value especially in external environments that intentionally or unintentionally devalue you or create other outer conditions of unworthiness.

2. Like Elinor Dashwood from *Sense and Sensibility*, respond to difficulty with an internal calm, acceptance, and problem-solving resilience rather than as the passive victim of external circumstance and self-pity.

3. Like Anne Elliot from *Persuasion*, choose and claim your hard work and merit over external constructs that bestow the shortcuts of privilege, entitlement, and membership in the “right” club.

4. Like Fanny Price of *Mansfield Park*, insist on faithfully following your internal moral compass, even in the face of external pressure, coercion, and material consequence.

5. Like Catherine Morland of *Northanger Abbey*, protect and retain your internal childlike dreaming, wonder, curiosity, passion, and hope — especially in an external world that can be discouraging, disillusioning, and filled with despair.

6. Like Emma Woodhouse from *Emma*, learn from a place of openness and humility rather than from a stance of perfection and superiority.
WHY AREN’T WE ALWAYS NOTICED FOR OUR ACCOMPLISHMENTS?

Taking care vs. taking charge.
Double bind.
Being overly modest.
Not asking.
Blending in.
Remaining silent.
WHY AREN’T WE NOTICING OUR OWN ACCOMPLISHMENTS OURSELVES?

- Crediting luck or other reasons for any success.
- Fear of being seen as a failure.
- Feeling that overworking is the only way to meet expectations.
- Feeling unworthy of attention or affection.
- Downplaying accomplishments.
- Holding back from reaching attainable goals.
STRATEGY: DETOX OTHER PEOPLE’S UNIVERSAL TRUTHS

• Create a Truth Inventory and Shuck the “Shoulds.”
• Write down a list of your ten most important “truths” that reflect your values.
• Put your list away for a day. Now honestly examine each truth and decide whether it is yours or whether you obtained it as a “should” from someone in your external environment (your parents, your boss, your spouse, your friend group).
• Ask yourself whether the truth or value from your outside world reflects what you believe now and comports with who you are on the deepest level. Write each truth that is not your own on a small piece of paper and shred it.
• Create a new list of the truths that are truly your own.”
STRATEGY: EMBRACE THE WOUNDED GIRL
WHY WE NEED TO NIX THE QUESTION MARK

- Sharing credit – “It wasn’t me it was the team.”
- Acting modest – “It wasn’t a big deal.”
- Apologizing – “I’m sorry if this isn’t relevant but…” or “This may be stupid but…”
- Avoiding verbal opposition – “Okay fine, whatever you say.”
- Being indirect – “It’s great that everyone on our team is contributing…”
STRATEGY: AFFIRMATIVE
ACTIVE LANGUAGE

• Instead of “How about…?” use “I strongly suggest…”
• Instead of “I tend to agree.” use “That is absolutely right, and here’s why…”
• Instead of “I think maybe…” use “My strong advice is…”
• Instead of “I agree.” use “I agree completely, because…”
• Instead of “Maybe we can…” use “Here is my plan…”
• Instead of “Well, what if…?” use “I recommend…”
STRATEGY: A BRAG A DAY

A brag celebrates the goodness of you. It’s something you value and are proud of—about yourself. This is a practice of finding something right about yourself every day. And it can be helpful to do it in a company of women.
STRATEGY: USING AUTHORITY TO CHANGE WORKPLACE CULTURE

• Using their authority to push workplace culture toward gender equality
• Thinking of gender inclusiveness as part of effective talent management
• Providing gender-aware mentoring and coaching
• Practicing other-focused leadership, not self-focused leadership
BEING KNOWN FOR OUR GOOD WORK

Rewarding merit over entitlement and privilege

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“I couldn’t have said it better myself, Sarah, so I’ll just repeat it a little bit louder.”

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Through the Labyrinth: The Truth About How Women Become Leaders

“There are many innovations…that would facilitate women’s advancement in organizations…to ensure fairness, the evaluation of candidates for promotion should become less subjective than it has traditionally been. Promotions should be based on explicit, valid performance evaluations that limit the influence of decision makers’ conscious and unconscious biases.”
IMPORTANCE OF EXPLICIT OBJECTIVE CRITERIA

Evaluate and reward women’s productivity by objective results and not by the number of hours of work.

Make performance evaluation criteria explicit, and design evaluation processes to limit the influence of evaluators' biases.

Evaluation of actual performance and work relationships, not their supervisors’ impressions. Research shows women receive subjective feedback in the form of negative personality-based criticism.

In anticipation of performance reviews, think about your work monthly. Recap deliverables, tasks completed and challenges and how you overcame them. (Gather evidence – emails, slack messages, etc.)

What are your criteria/goals? Does your manager know?

Evidence every month? Not just final goal but steps along the way?
Ellen Pao, former Reddit CEO and co-founder of Project Include, recommends we think more holistically about how to build equitable talent pipelines.

“Are you sure that you’re taking everything on actual results, performance, and potential, and not based on assumptions of how people will do because of what they look like or where they’re from? It’s so important to have a transparent view into how salaries are set, how promotions are made, what you need to do to be promoted, and how salary ranges and levels are determined. When you have that structure, it becomes harder not to promote a person based on stereotypes.”
SEEK OBJECTIVE GUIDANCE (CRITERIA) AT START OF PROJECTS

Make sure everyone’s responsibilities on the team are defined (in writing).

Identify who has final authority for decision (in writing).

Clarify who needs status updates and how often and make sure everyone is copied on them (in writing).

Keep records of your progress, your role, and your accomplishments.

Start of project/ monthly checklist?

“Your evaluation is based on the next 30 seconds. Go!”
RESEARCH HAS FOUND WOMEN GET LESS CREDIT THAN MEN FOR SAME WORK AND EVEN ON SAME PROJECT.

Key is making clear proactive requests (in writing) to your overshadowing colleagues along the way:

“Hey, it would be great to be included in those set of calls and messages.”

“Make sure you send me the agenda in advance and I will add my thoughts to it.”

“Let’s talk in advance about who’s going to lead what part of the agenda, so we are a united front.”

“Let’s divide the work. Here is what achieved? Where are you?”

Evidence of your work and accomplishments (in writing - screen shot saved).

“I couldn’t have said it better myself, Sarah, so I’ll just repeat it a little bit louder.”
“… when my brother-in-law and my husband were saying 'negotiate, negotiate, negotiate' – when I finally said OK I'll do it, because no man would take the first offer, I then thought to myself, I felt like I needed a justification for doing it. And it turns out that's what the data says: men can negotiate without apology or justification. It's expected. If women negotiate, they need to justify it. It can't be that you want more for you. Because that's what men get to do."

"Success and likability are positively correlated for men and negatively correlated for women."

– Sheryl Sandberg
Managers must remain acutely aware of hybridity creates an imbalance in their teams with respect to access to resources and visibility.

Hybrid teams start with members who are not on the same footing. Team launches are an opportunity to recognize, acknowledge, and discuss power differences and decide how to collectively manage them.

Hybridity potential impact on group dynamics needs to be incorporated into onboarding.

How can merit solve the watercooler problem?
Women asked to do less important (uncompensated) work that keeps things moving forward (arrange lunch, shut the door, taking notes, finding meeting time, keeping track of documents, etc.)

Not compensated, not valued, doesn’t help for promotion, reinforces power dynamics.

Solutions: Rotate tasks, say no with allies, get credit, use humor, talk with your manager.

How we internalize as care takers?
WHAT CAN BE DONE TO PREVENT MINI ME SYNDROME?

- Hiring
- Job Assignments
- Mentoring
- Promotion
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