



# Session 3: Promoting your value

Leadership Academy 2017-18

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# Today

Promoting our value means ...



Learning and  
Growing

- Progress Check-in

Renegotiating  
Expectations

- When you change
- Renegotiating
- Perspective
- Managing pushback

Promoting  
yourself and  
Team

- Know your value
- Be purposeful
- Promote Often





# Checking in: reminder

## 3 roles of the peer coaches

The peer coaches are

- Your thinking partners
- Your objective support
- Someone to help you be accountable

What's important about what happened that's important for that person to learn and grow?

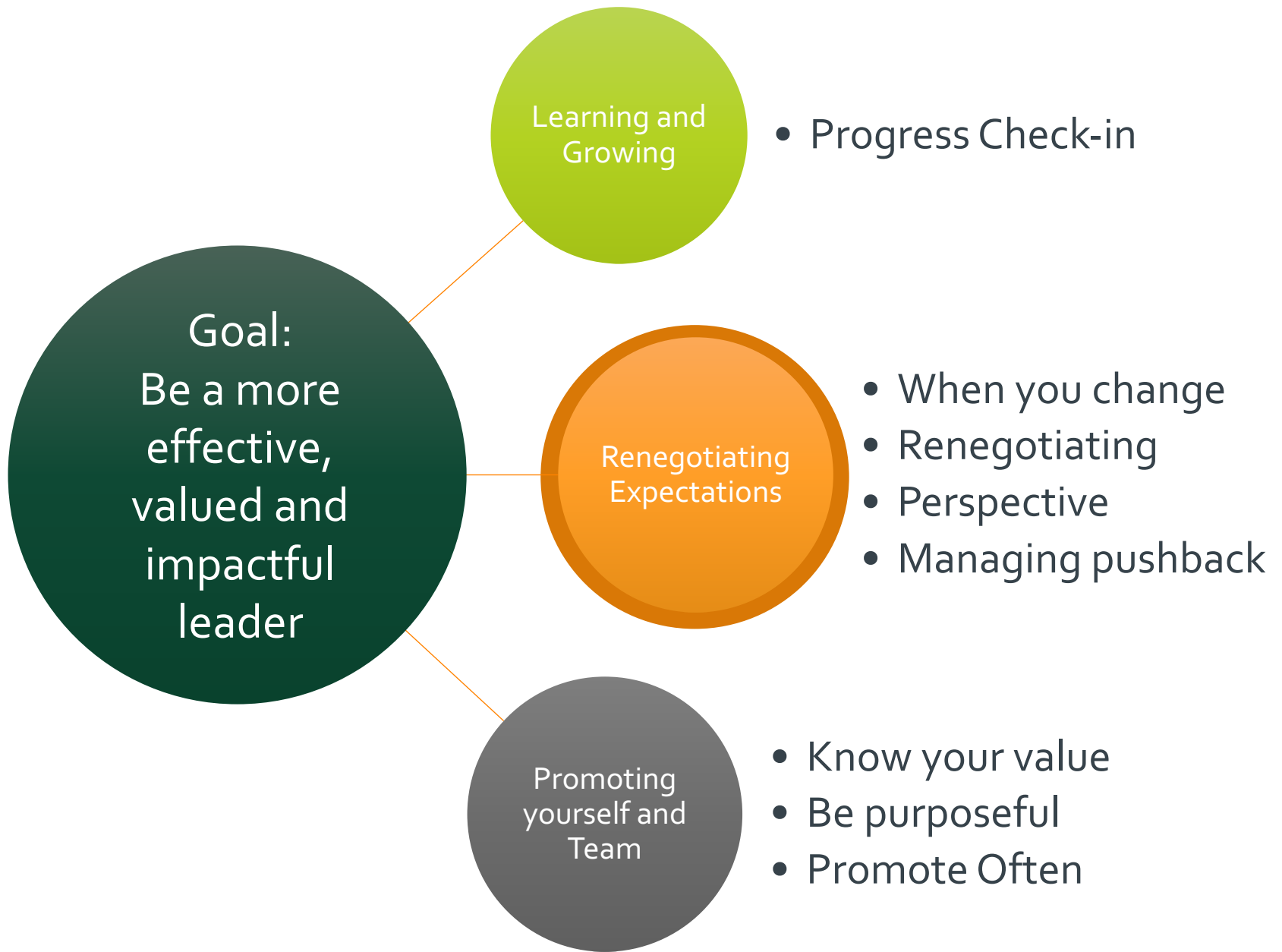


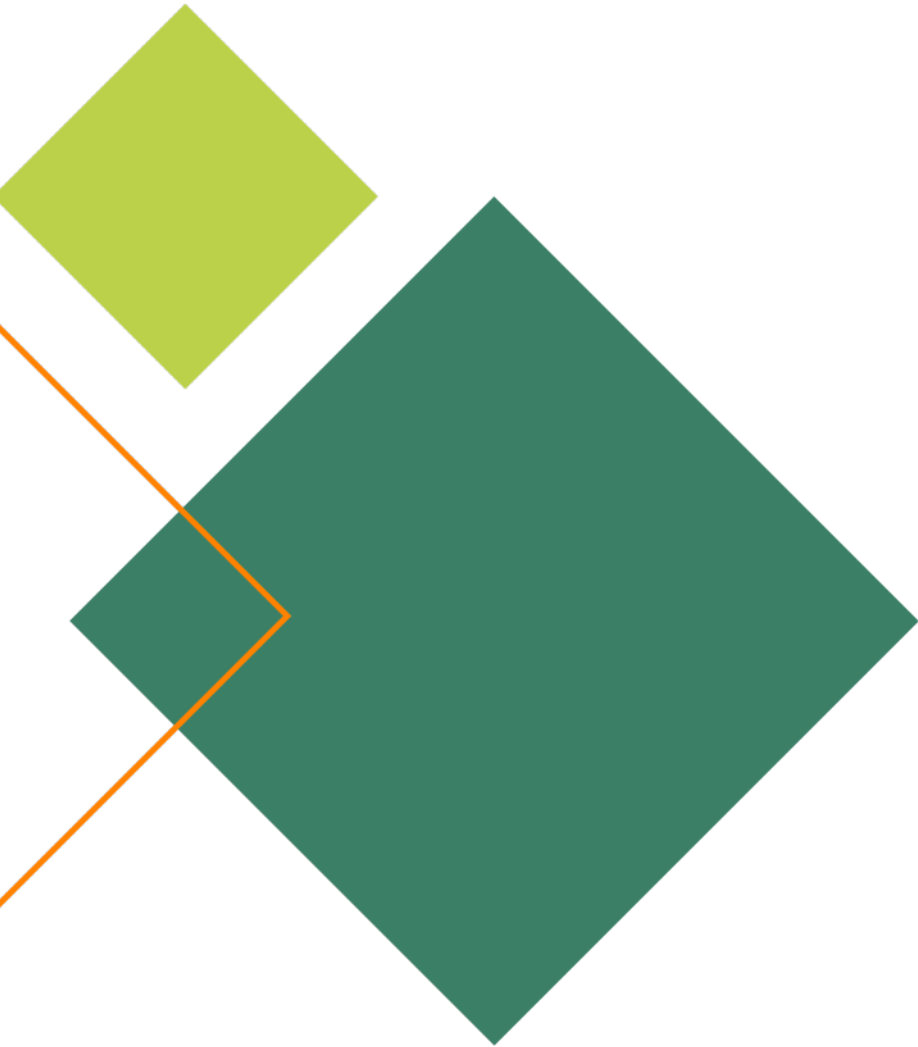
# Progress Check-in: how are you learning and growing

- What behaviors have you changed so far in relation to your goal?
- What attitudes or perspectives have you changed?
- What has happened as a result of those changes? What were the outcomes?
- Where have you had pushback?
- Where have you had positive results?

Summarize  
your answers  
on a flip chart







# Expecting pushback as you make changes

Renegotiating Expectations

# Resistance is reality. Accept it.









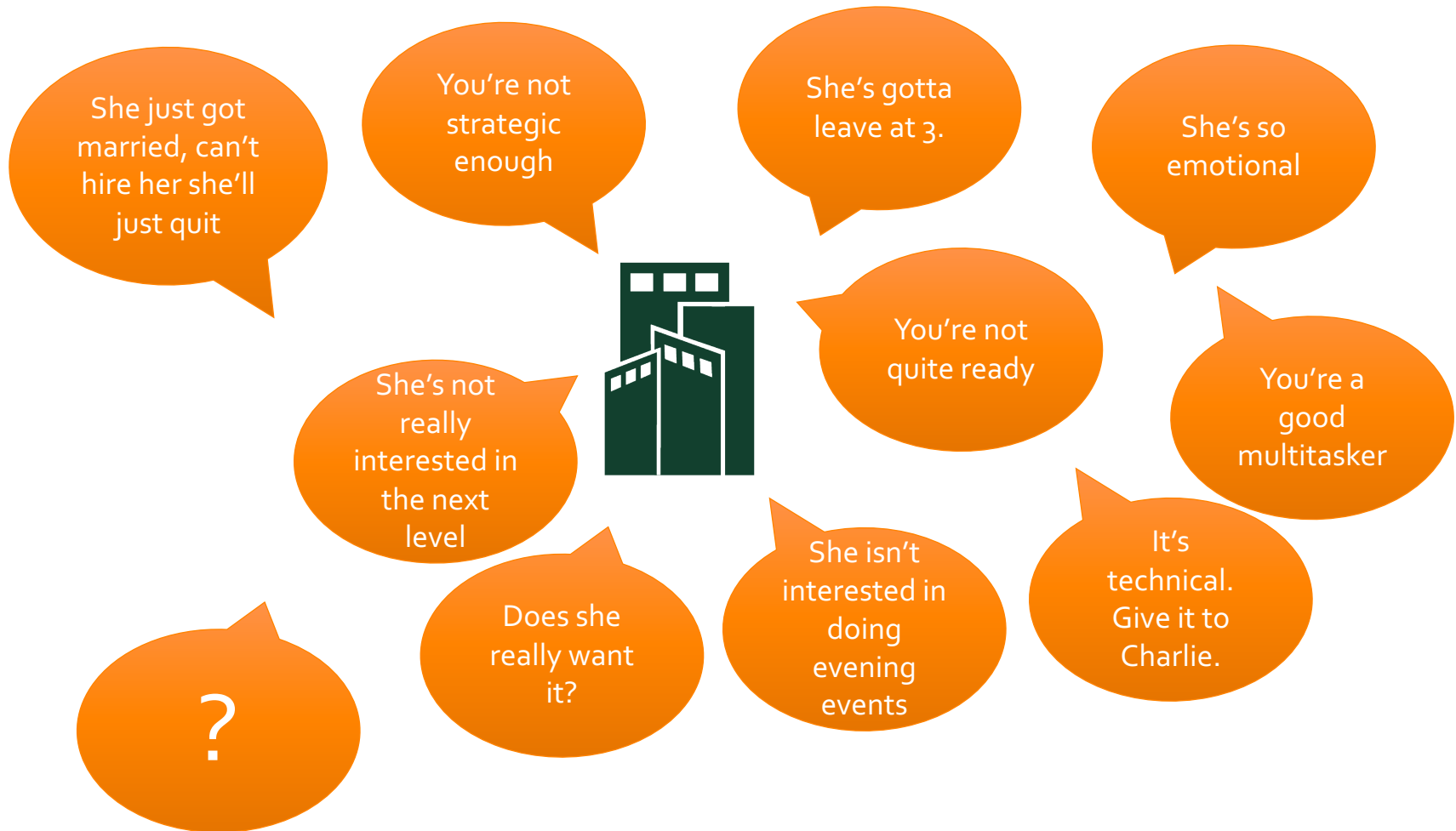
# Triggering a return to previous behavior



What pushback have you heard?



# Managing resistance: 1) What's the underlying assumption? What are possible reframes?

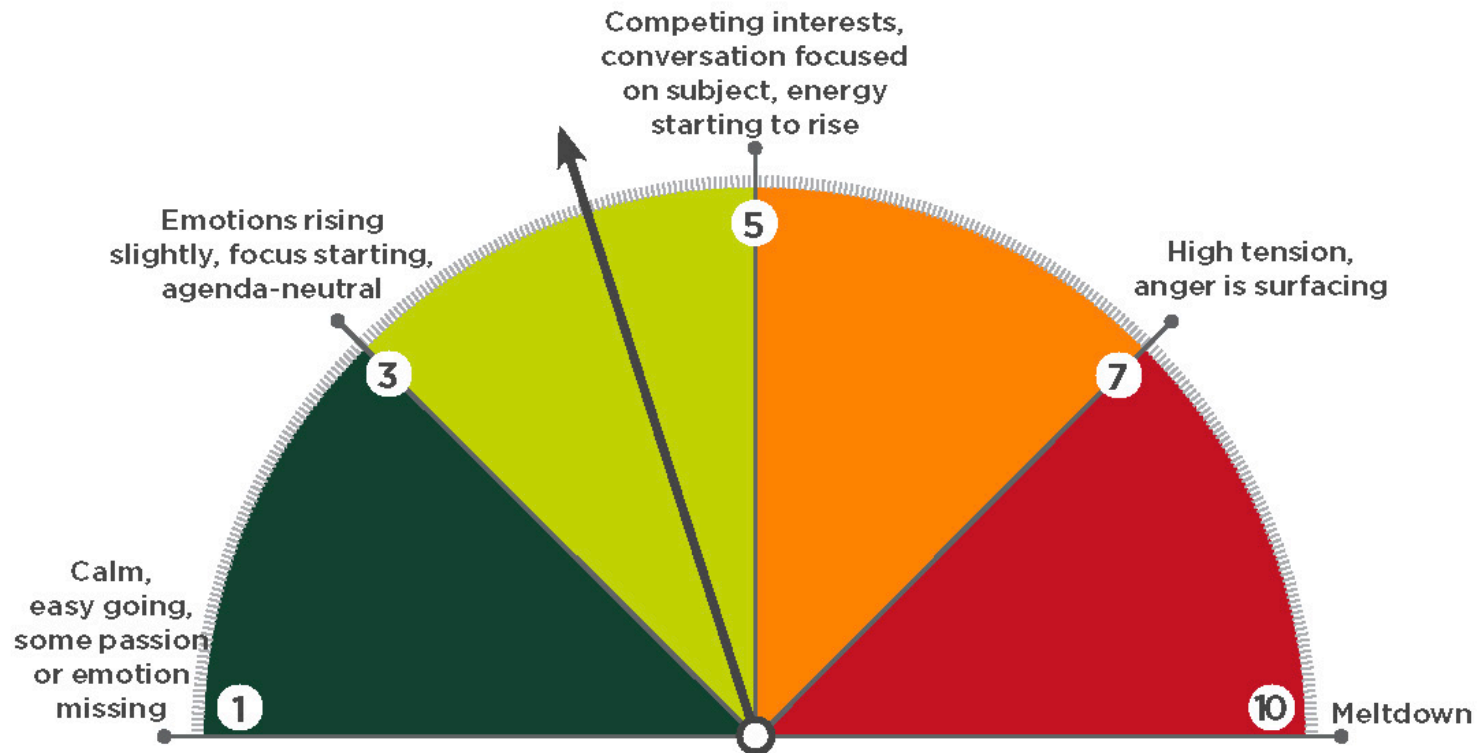


# A puzzle ....



# Managing Resistance 2) Effective Use of Emotion

## SITUATIONAL ASSESSMENT



# How can you deal with your emotions?

- ❑ First, just feel it and notice
- ❑ Explore your thinking, how you are feeling, your physical reaction, your perspective
- ❑ What's really bothering you?
  - ❑ Ask successive 'whys'
  - ❑ Talk through with a 3<sup>rd</sup> party
- ❑ Walk away
- ❑ Feelings have a way of leaking into conversations if you don't deal with them
- ❑ If you choose to share your feelings use 'I feel' assertive language



**Remember – no one else knows of the specific changes you are making.**

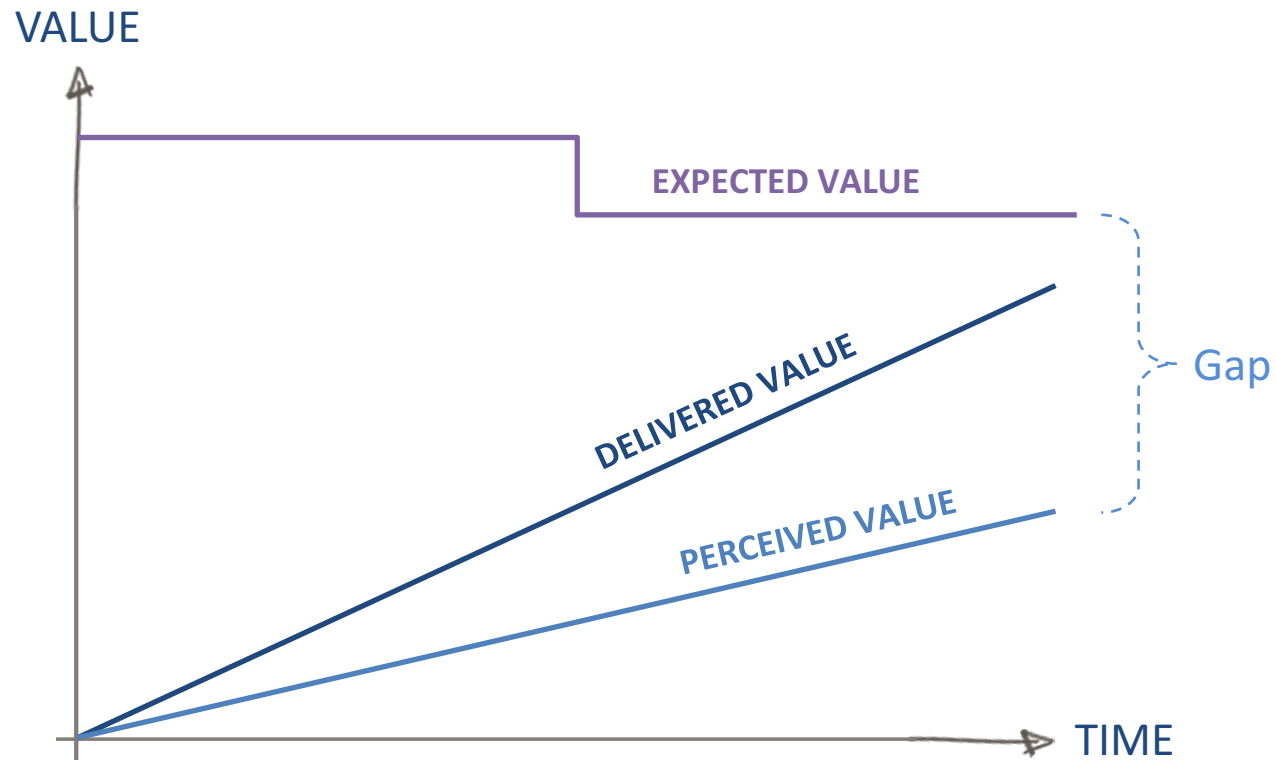
**Share your objectives and progress with them**

Renegotiating expectations





# Renegotiating Expectations



# Unconscious Biases

## Men

- Entitled to pursue career
- My needs are valid and take priority
- I will do what it takes to meet my needs



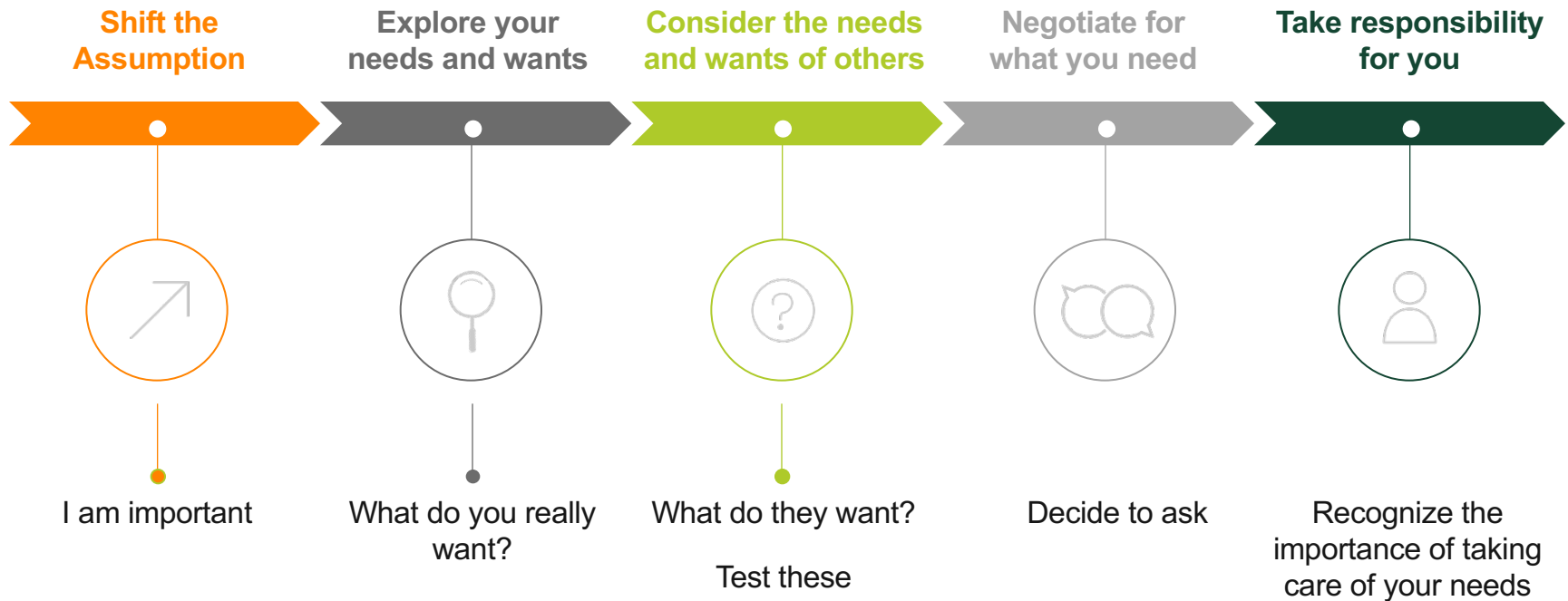
VS

## Women

- Career is a nice to have
- My needs are secondary
- I look to others to meet my needs



# The I am important model





## When's the last time you did something you didn't want to do?

Think of a time in the last week when you didn't do something you wanted to do.

- How did you feel when you decided to sacrifice what you wanted?
- What was the cost/benefit you did?
- What was the discount rate on your own needs?
- What was the premium on their needs?

# In relation to your vision/goal, what are your needs and wants

What do you need to fulfill your goal/vision and promote your value?

What do you need and want?

What are your boundaries – your no go zones?





# Pick Your Battles





Consider where you need to renegotiate expectations. Where are those conversations on this grid?





# Analyze the Resistance:

Internal



Reframe your  
Assumptions

External



Seek to  
Understand  
(Get Curious)





# If Internal, Reframe

Perception

Situation  
is Normal

Language

Reframing

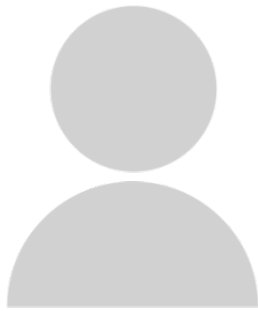
In the  
abstract

Sources: Journal of Personality and Social Psychology, 2007, and HBR Oct, 2014





# Overcoming Assumptions



## Do it all

Admit vulnerability

Ask for help:

“Would you be willing ...”



## Look Good

Make protecting relationships a stated goal

Agree to disagree

Focus on the facts, not the emotion



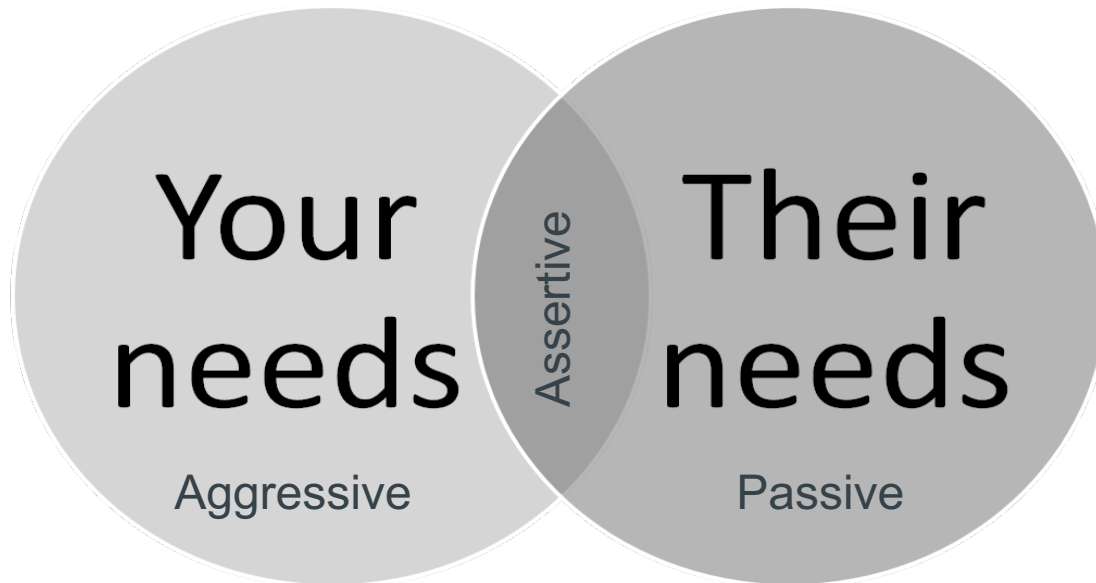
## Be Nice

Relentlessly pleasant

Use Direct Speak



# Direct Speak as a tool to promote value



## Aggressive Communication

- Exerts control over another
- Creates win-lose situations
- 'This is the best approach'

## Passive Communication

- Allows another to take advantage of you
- Avoids conflict and confrontation
- 'Whatever you want is fine with me'



# Direct Speak

- Bring in your perspective of the situation

*I would like to get a promotion and become the next level leader*



- Describe how you feel without blame

*I feel I am being overlooked and am confused as to why.*

- State your wants clearly

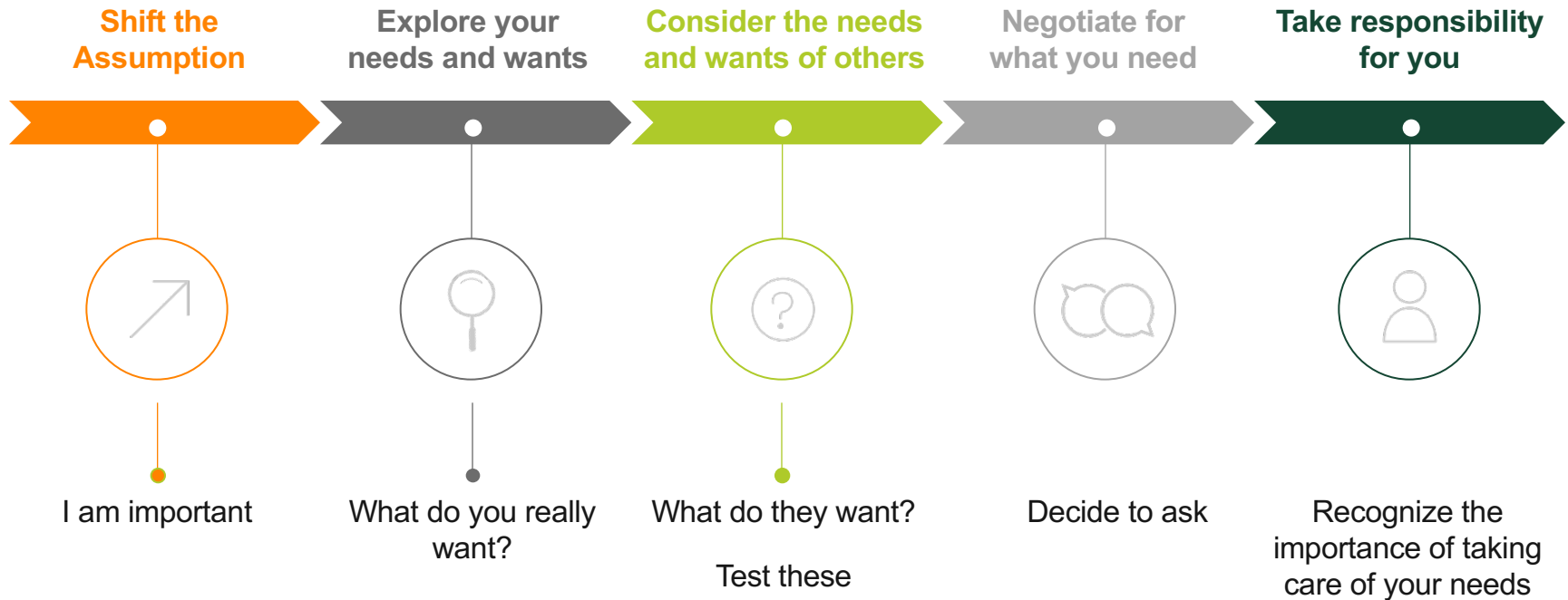
*I would like you to understand what is required to get the promotion and where my gaps are.*



# Let's see this in action



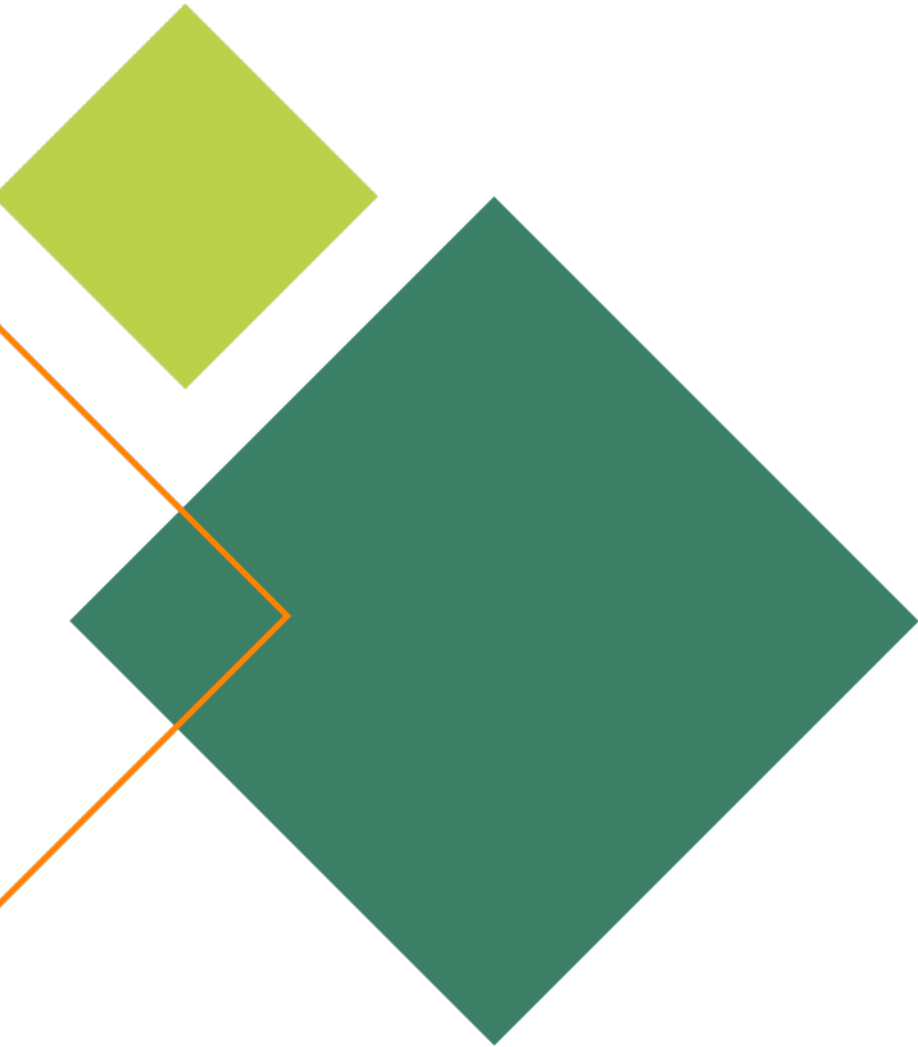
# The I am important model



# Understanding their perspective


What are their goals and interests?	What are their concerns and fears?	What are their assumptions?





# Role Play





# Constantly promoting and negotiating your value - all the time, every day

a

## Start Small

Everyday boundaries

b

## Early & Often

Practice helps you improve

c

## Observe Reactions

Beware the “flinch”

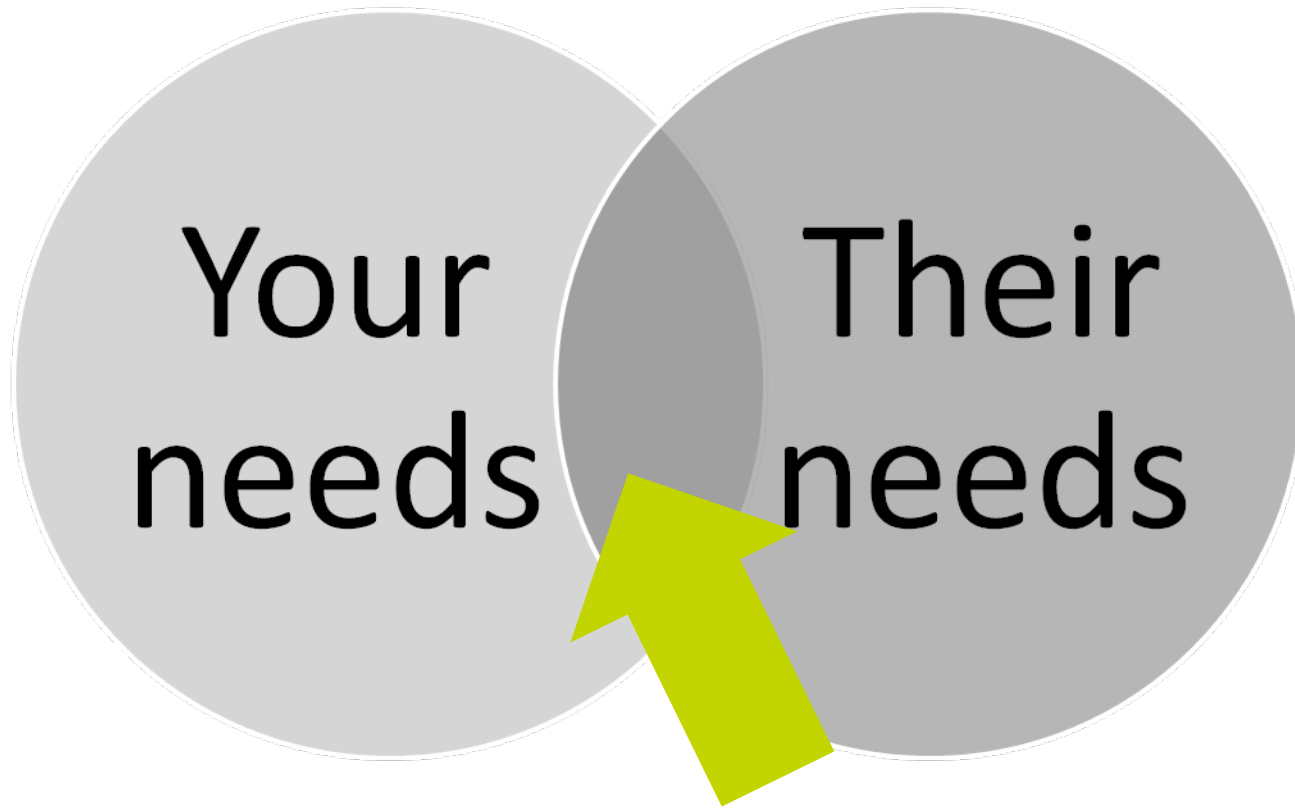
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## Learn & Adjust

What can you apply to larger negotiations?



# Negotiation



What options enlarge this?





# The Art of Self-Promotion

**01** Remove Unconscious Bias  
It's ok to make money!

**02** Know Your Value  
This is how I contribute and how I can help

**03** Network Purposefully  
You + Me = \$

**04** Promote Often  
Small steps instead of large negotiations





## Why Self-Promote?

1. "Accumulation of disadvantage" & Compounded wage differential
2. "Prove-It-Again!"
3. Disbelief in the possibility
4. Failure to share accomplishments hampers the organization
5. Failure to discuss results closes off an important feedback loop

# Fair Market Exchange

The  
Value  
You Bring



Compensation  
Credibility  
Readiness  
Confidence



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# Unconscious Biases Stand in Our Way

## Men

- Expected to be the breadwinner
- Entitled to reap the rewards of hard work
- Get away with a little bragging
- Business comes from me asking for it



## Women

- Not expected to be the breadwinner, even if they are
- Should be grateful for any compensation
- Bragging is “selfish”
- Business comes from karma – being nice



VS.





# Assumptions/Reframes

List all of the assumptions that keep you from self-promotion:

Assumptions	Re-Frames



# REFRAME for Power

## ASSUMPTIONS:

- Not expected to be the breadwinner, even if we are
- Expected to sacrifice, volunteer, be patient and dutiful
- Should be grateful for any compensation
- Bragging is “selfish”

## REFRAME:

**My career matters**  
**Making money is good**  
**I deserve interesting work for fair compensation**  
**I seek developmental feedback**  
**Self-promotion is essential and my responsibility**



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# Let's Talk Value...

## ...Quantify Your Impact

My company ....

1

**Does ...**

How do I contribute to this?

2

**Earns ...**

How do I increase company income?

3

**Spends ...**

How do I decrease costs?

And/Or

4

**My Value**

Is my value less or more than what I earn?

5

**ROI for Company**

What is the return on the company's investment?



# Strategic Value Statement

I do \_\_\_\_\_(THIS)\_\_\_\_\_

for \_\_\_\_\_(WHOM)\_\_\_\_\_

it provides \_\_\_\_\_(THIS)\_\_\_\_\_ value,

And here are my results \_\_\_\_(IMPACT).



# Let's Do Some Examples

Increase Revenue – Product Engineering		
Number of hours for product design	40	
% of product cost is design	20%	
Sales price of new or upgraded product		\$25,000
% related to design		\$5,000
Cost per hour with benefits	\$60	
Total cost per product	\$2,400	
Profit related to design		\$2,600
ROI (gain-cost)/cost	108%	



# Let's Do Some Examples

Reduce Cost – Sales Support		
My cost per hour with benefits (1.2x)	\$30	
My boss' cost per hour with benefits	\$90	
Savings per hour	\$60	
Hours per week spent on support	40	
Savings per week		\$2,400
Cost per week	\$1,200	
ROI (benefit-cost)/cost)	200%	



# Now you:

Quantify Your Value		
ROI (savings/cost)		





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# Networking

A professional networking event with people in business attire talking and eating. The background shows a well-lit indoor space with other attendees in the distance.

- Permission to get down to business
- What do you do? - give an example of how you added value
- Ask for specific help
- Show me how you + me = \$
- Connect others with the help they need



# TAKE ACTION

- Decide what needs to happen next
- Write it down
- Follow-up within one week
- Honor referral connections



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# 04 PROMOTE YOUR VALUE



Jen



Lucy





# The Difference is Subtle



- Show others how what you are working on adds value to what they are working on
- Offer to help make others successful in their exciting projects
- Tell everyone what value you and your team added
- Ask for support / compensation
- Ask for feedback proactively
- Accept feedback willingly



- Show others what great projects you are working on
- Takeover exciting projects from others so you can take credit
- Tell everyone what you and your team worked on
- Ask for money
- Avoid asking for feedback
- React negatively to feedback



# Self Promotion: How

## Invest in the Process

Meet regularly with your boss.  
Prepare.

## Share RESULTS, Not Tasks

Show how your contribution impacts the organization.

## Promote Others

Give credit to your team.  
Show you can leverage the efforts of others.

## Accept Congratulations

Do not minimize your achievements.  
Remind your boss to compensate you fairly

## Drive Collective Good

Avoid focus on individual ambition but ok to talk about what you'd like career wise



# Strategic Value Statement

I do \_\_\_\_\_(THIS)\_\_\_\_\_

for \_\_\_\_\_(WHOM)\_\_\_\_\_

it provides \_\_\_\_\_(THIS)\_\_\_\_\_ value,

And here are my results \_\_\_\_(IMPACT).





# Exercise

Identify a conversation you want to have with someone to promote your value

- Script it out (or just list bullets)
- Bring in the various aspects
- Practice in pairs

## Invest in the Process

Meet regularly with your boss.  
Prepare.

## Share RESULTS, Not Tasks

Show how your contribution impacts the organization.

## Promote Others

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# Self-Promotion: Career Practices



# Planning

## Reinforcing your Reframes

How it will help me achieve my Goal:

---



What tests can I do? How can I gradually move beyond the assumption? When can I practice this goal? In which situations?	Target date or check in	How can I measure success in this encounter?
1.		
2.		
3.		
4.		
5.		
6.		
7.		

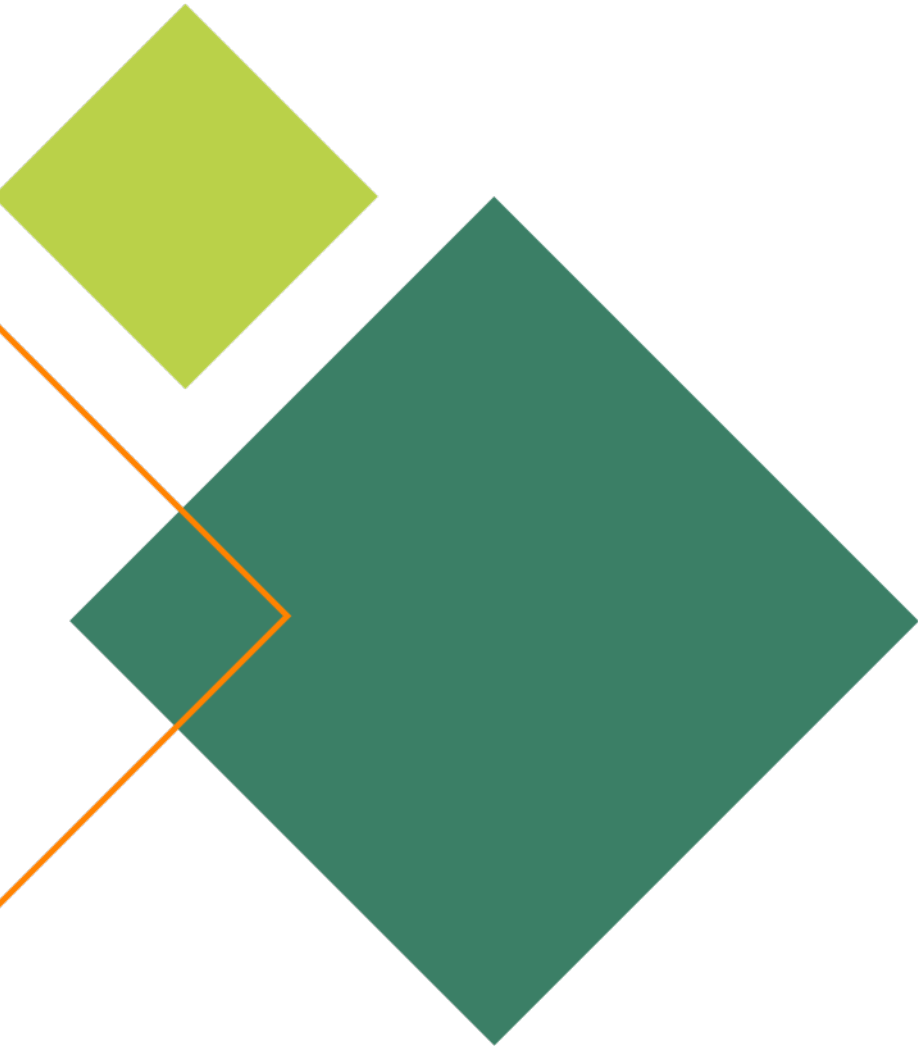


# Accountability

- Change happens because we practice.
  - *Practice every day somehow.*
  - *Note what happens, your reactions and your adaptations in your journal.*
  - *Check in with your peer coaching partner.*
    - Define the questions you want them to ask you
    - Give them the questions
    - Pick dates/times for your check in and put it in your calendar now

21 – 66 days





# Managing Conversations and Expectation Setting with Power Differences

# Promoting your value means managing pushback and speaking up

Leadership requires you to

- Negotiate expectations
- Enforce the agreement
- Confront and raise issues regardless of the power relationship

From Power Up by Bradford and Cohen



# Think of a time

- When you felt strongly about an issue but you didn't speak up
- How did you feel?
- How do you think others felt?



# Think of a time

- When you felt strongly about an issue and you did speak up
- How did you feel?
- How do you think others felt?





# Supportive Confrontation

01 This is the effect of your behavior on me



02 Your behavior is not meeting your apparent goals or intentions



03 Your behavior may meet your goals, but it is very costly



04 In what ways am I part of the problem



From Power Up by Bradford and Cohen



# Approach 1: “This is the effect of your behavior on me”

Stay with your view, your ‘reality’, your perspective. Share your experience.

- Bring in your perspective of the situation and describe how you feel without blame.

*I feel shut down when you ask for our ideas and then our ideas aren't part of the final solution*

- How will the other person respond? If there's empathy:



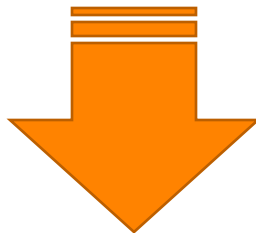
## Collaborative Problem Solving



## 2. Approach 2: “Your behavior is not meeting your apparent goals or intentions”

What if there’s not empathy initially (‘that’s not my problem’)? Figure out the impact on their goals.

1. Look at previous example. What are the manager’s goals?
2. What’s the impact on those goals if the person is feeling shut down?
3. How could you phrase it in a way that the other person could hear it?
4. If they hear it:



## Collaborative Problem Solving

From Power Up by Bradford and Cohen



### 3. Approach 3: “Your behavior may meet your goals, but it is very costly to you”

There are almost always costs to approaches that have an element of win/lose. Sometimes those costs are worth it. But not always.

1. What’s the cost of the manager’s behavior in the example?
2. Look at your issue, what are the costs of the behavior there?
3. Stick with your impressions of what’s happening. Requires DIPLOMACY
4. How might we word it?



## Collaborative Problem Solving

From Power Up by Bradford and Cohen



# Approach 4: “In what ways am I part of the problem”

Is the problem just with the other person?

1. Reflect. What does this behavior trigger for you?
2. What’s your role in it?
3. What would you be willing to do to help manage the situation?
4. Opens up the door for joint problem solving



## Collaborative Problem Solving

From Power Up by Bradford and Cohen



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