



# Session 3: Promoting your value

Leadership Academy 2018-19

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# Today's Agenda



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# Check-In with Peer Coach

As a peer coach you are ...

- A thinking partners
- An objective support
- Someone to help the other to be accountable

It is your role to draw out key lessons, so that  
your partner can learn and grow





# Your Learning and Growth

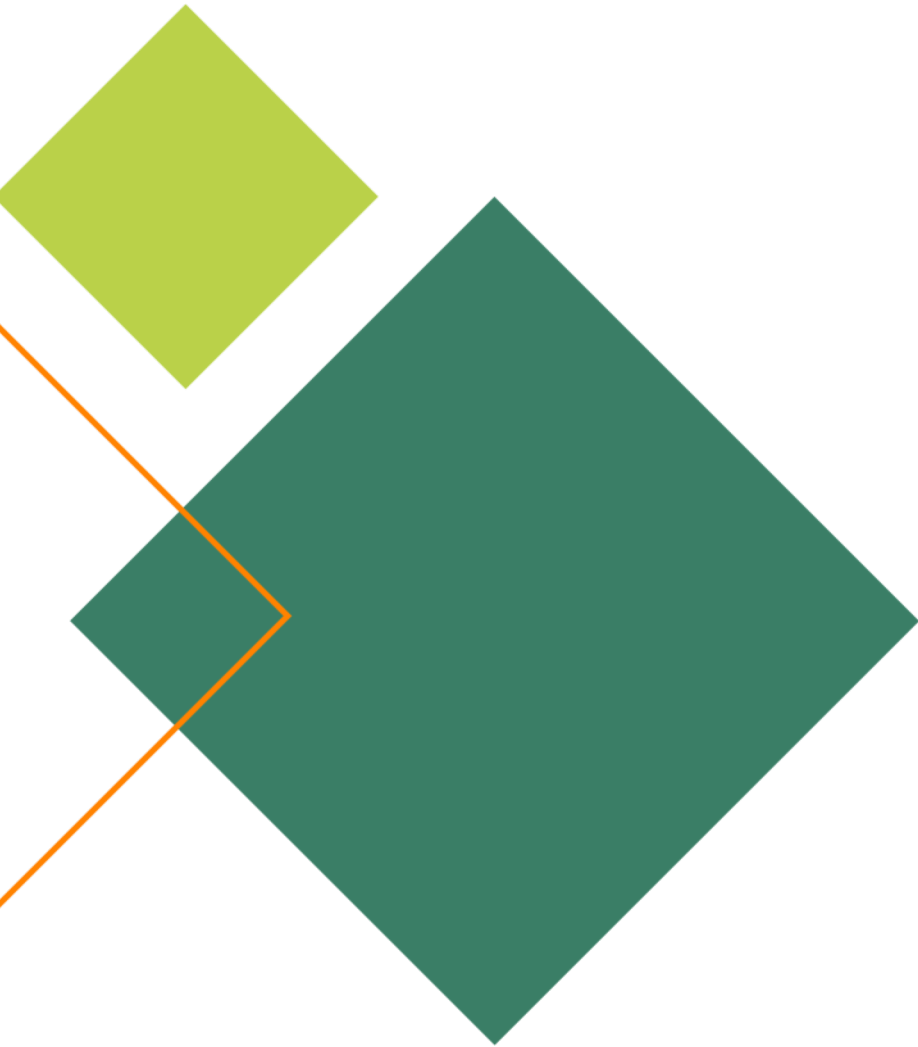
- What attitudes or perspectives have you changed; be specific?
- What behaviors have you changed; be specific?
- What has happened as a result of those changes? At work and at home
- What are the wins, and what are the challenges?
- Where did you get pushback? And how did you respond?

***"There are no secrets to success. It is the result of preparation, practice, hard work, and learning from failure".  
- Colin Powell***



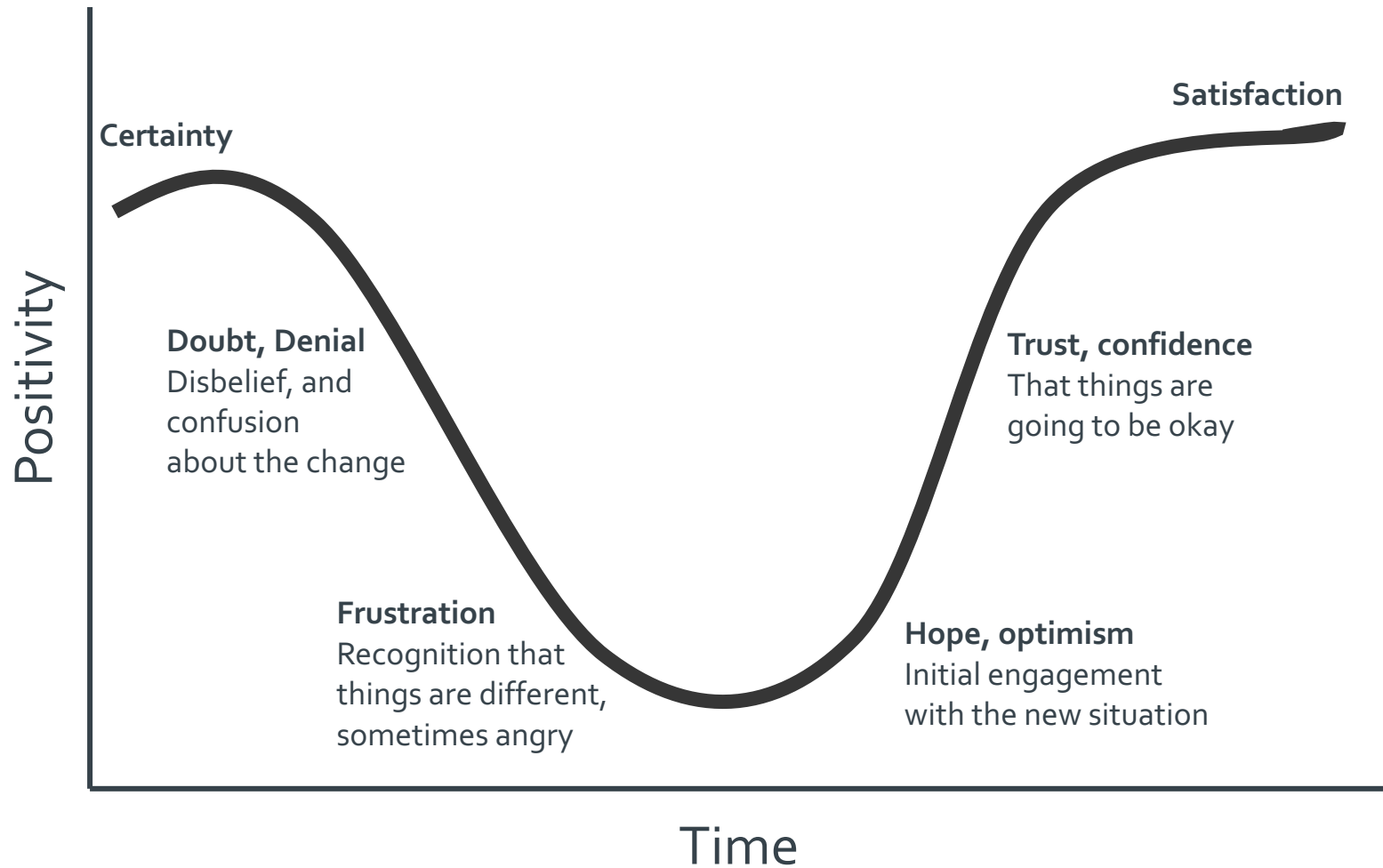
# Today's Agenda





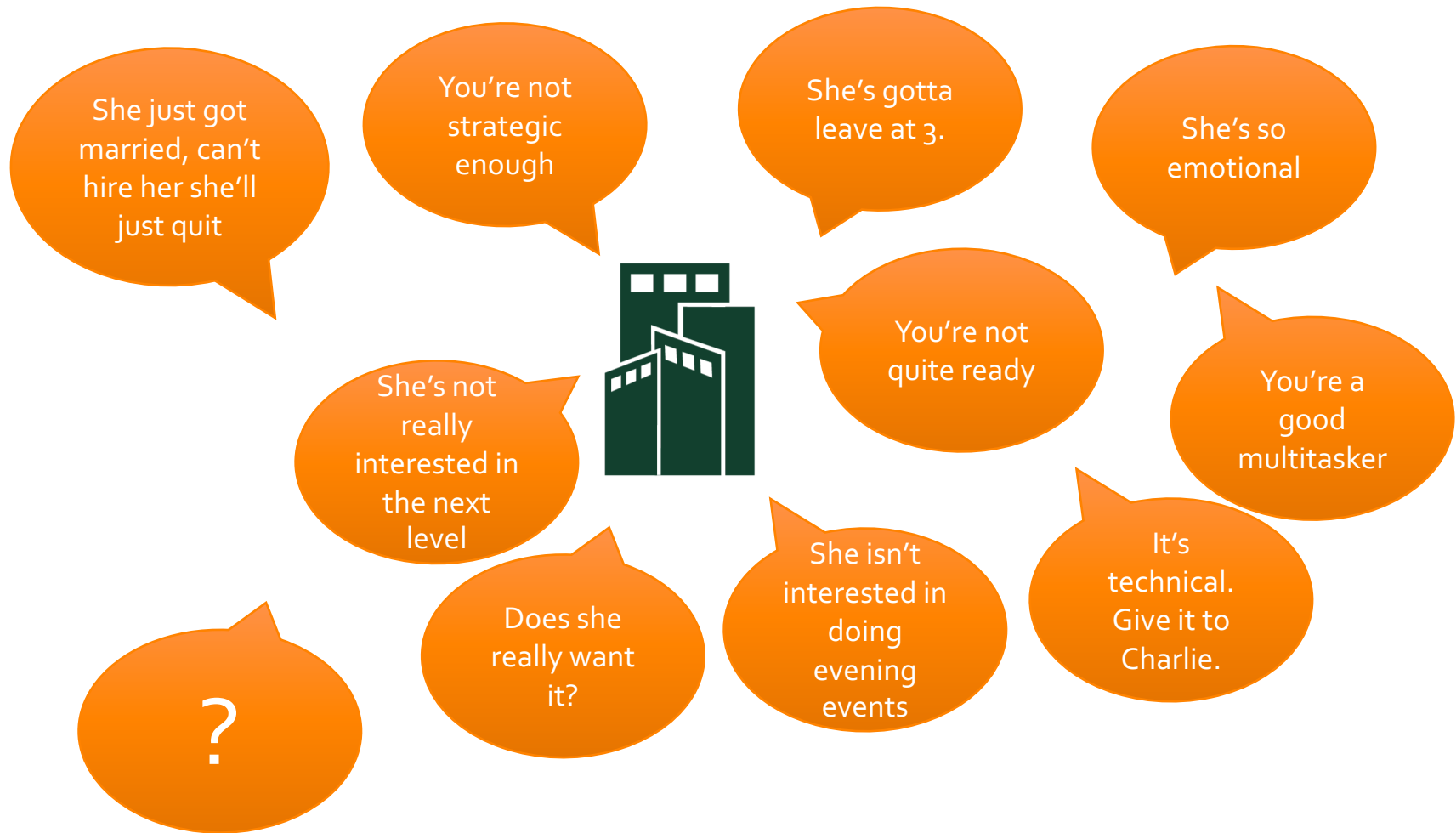
# Renegotiating Expectations

# Expect Resistance





# Resistance in Action



# Managing Resistance: Reframing Bias

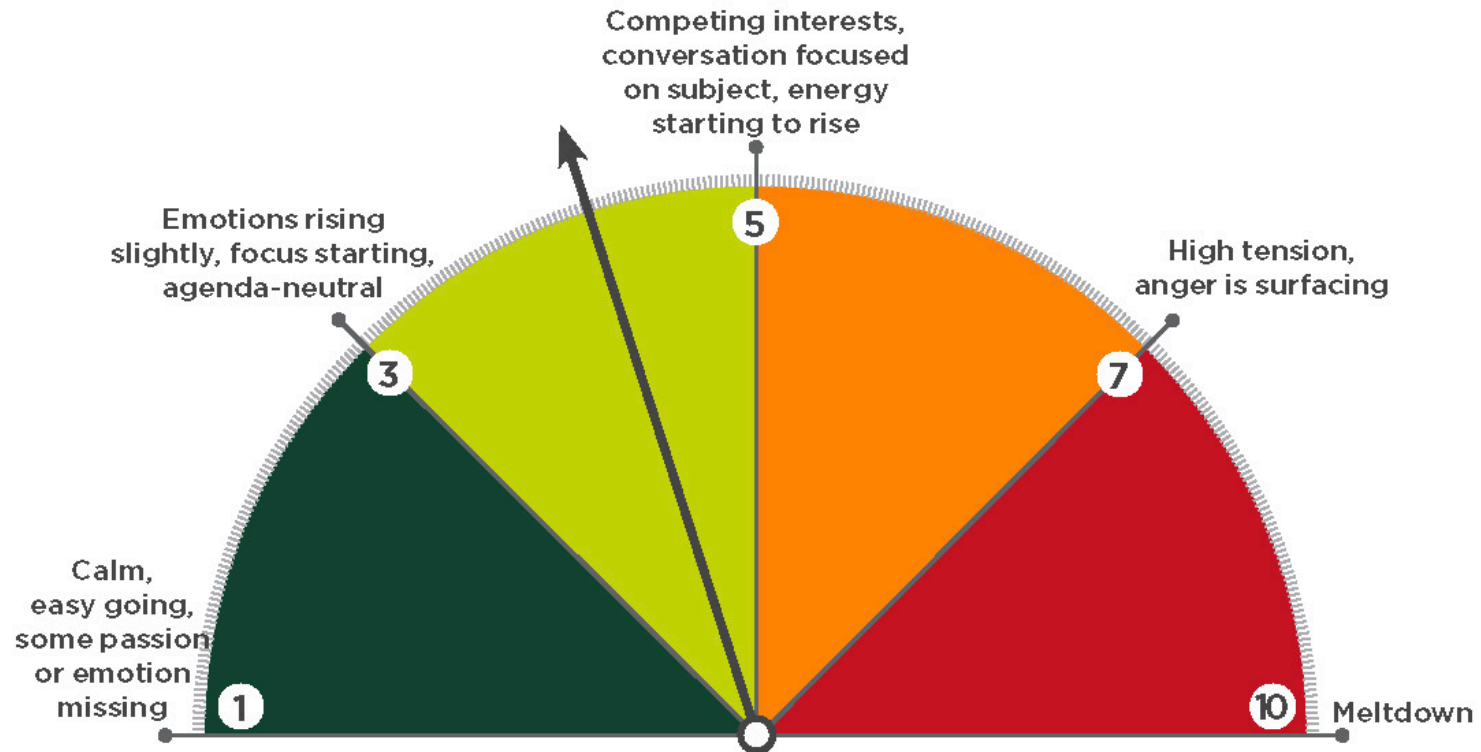


What pushback do you expect (or maybe already had)?



# Managing Resistance: Effective Use of Emotion

## SITUATIONAL ASSESSMENT





# How to Manage your Emotions?

**Feelings have a way of leaking into conversations if you don't deal with them**

- First, notice ....
- Explore what's going on.
  - How you are feeling, emotionally, physically?
  - What are you thinking?
- Walk away
- What is really bothering you?
  - Ask successive 'whys'
  - Talk through with a third party
- If you choose to share your feelings use 'I feel' assertive language



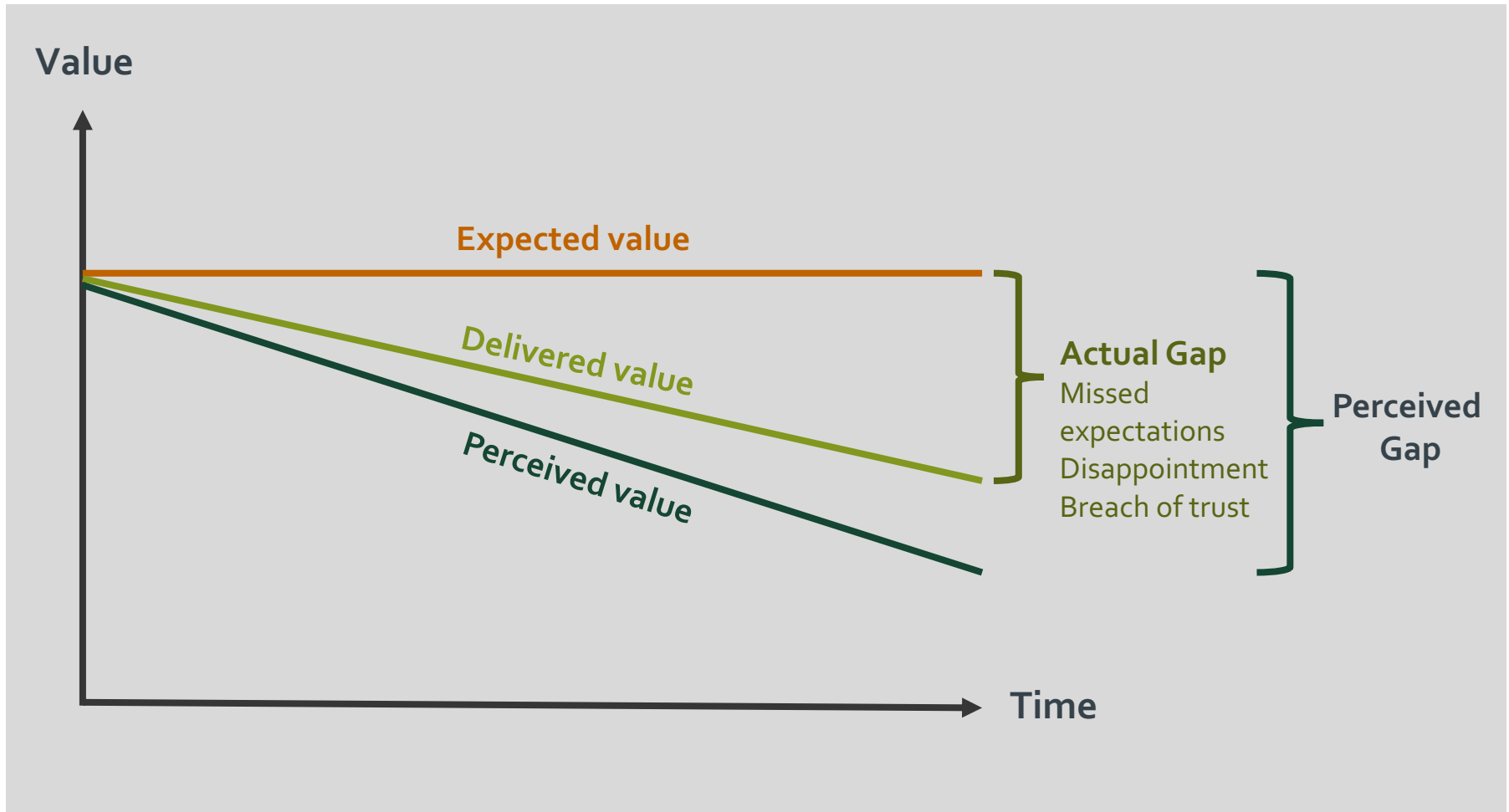
# Share Your Objectives

## Renegotiate Expectations Explicitly

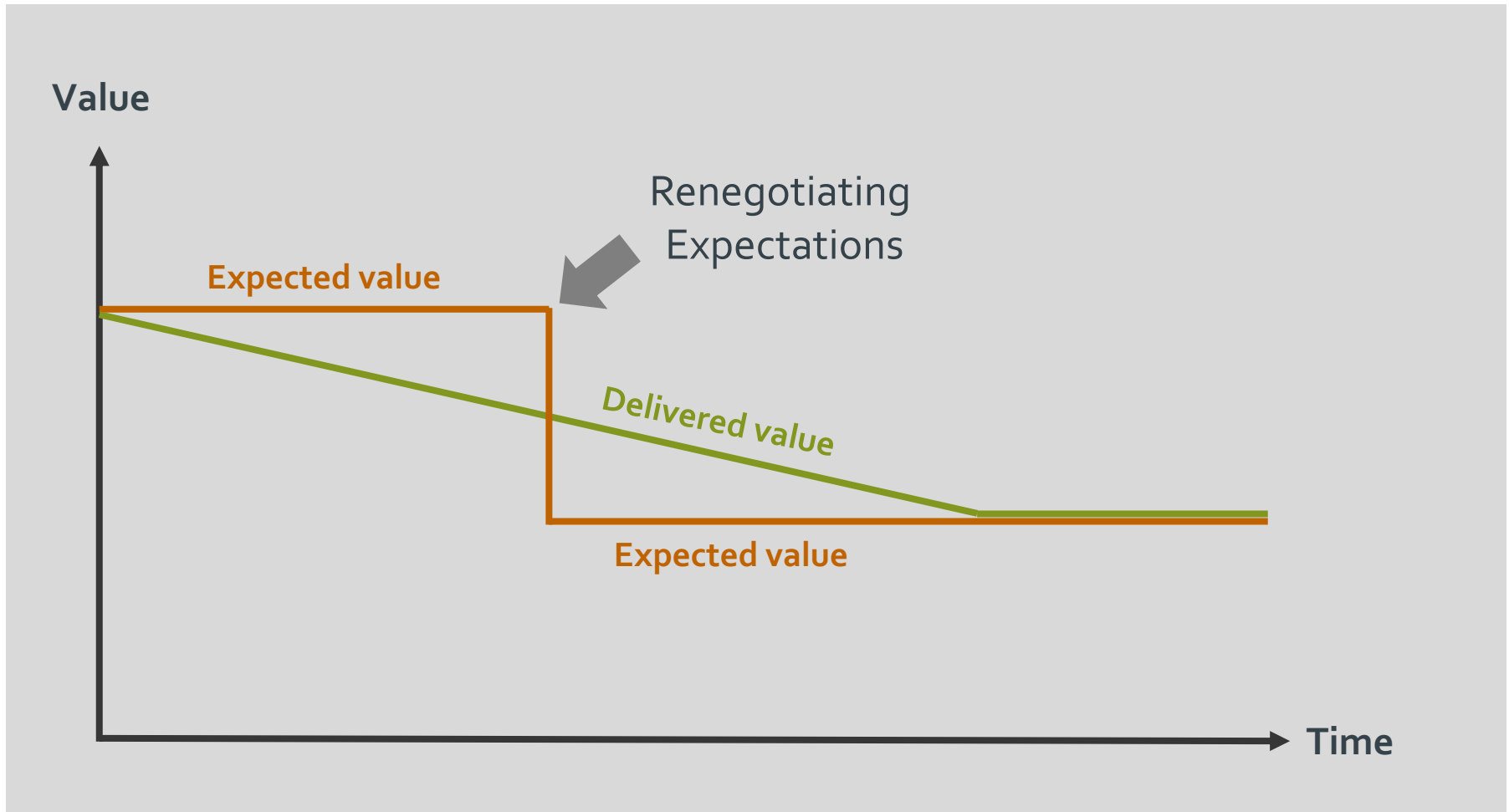
### Share your progress



# The Expectation Gap



# Renegotiated Expectations



# Managing Resistance: Gender Biases

## Men

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



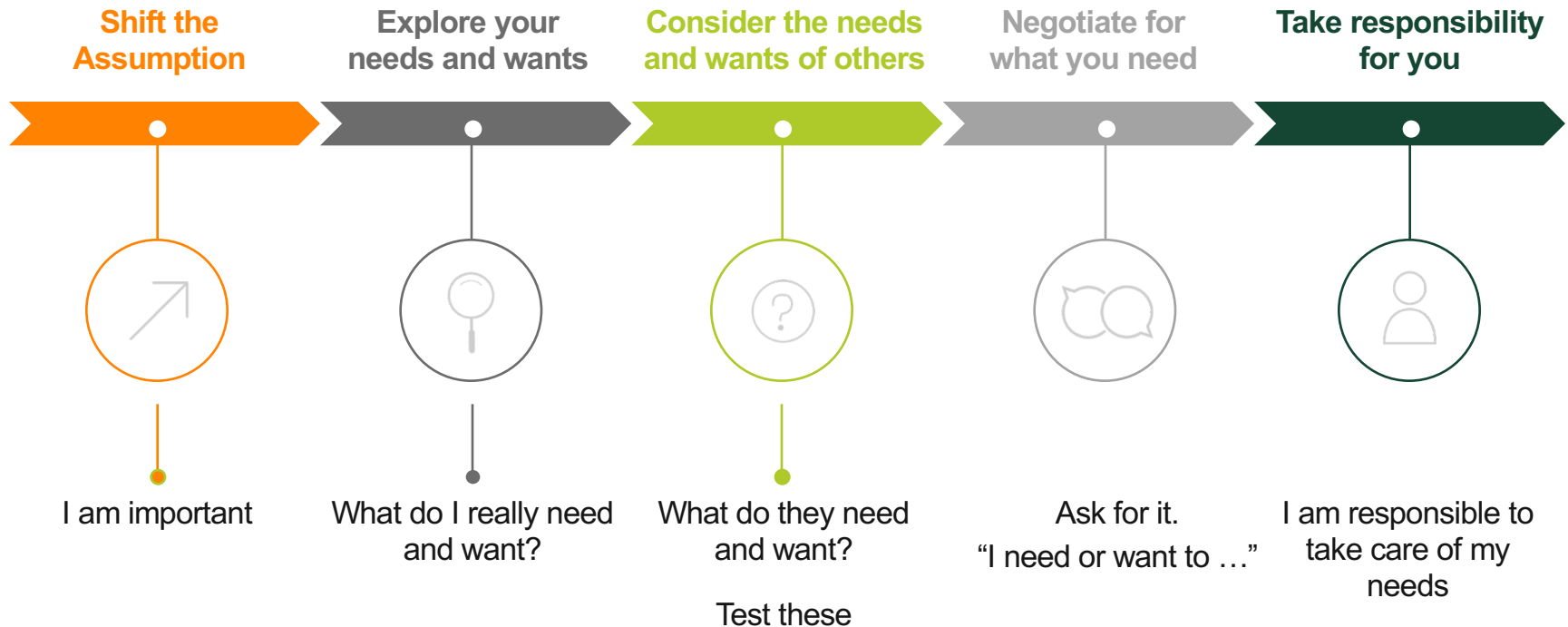
VS

## Women

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



# The "I am important" Model



# Think about a recent time you did something you didn't want to do?

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

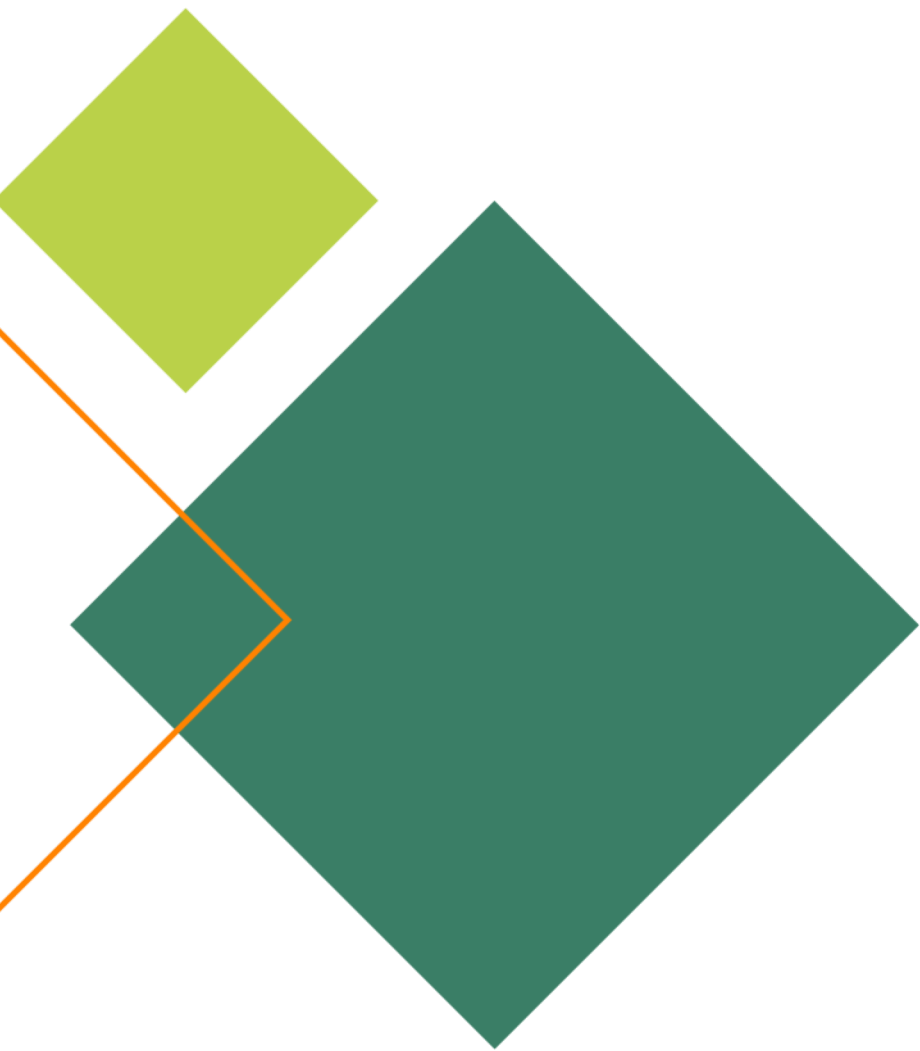


# What are your needs and wants?

- What do you need to fulfill your goals and vision?
- What do you need and want from others?
- What are your boundaries? Your 'no go' zones?









# Renegotiating Expectations: Pick Your Battles





# Your Turn - Pick Your Battles

Consider what expectations you need to renegotiate. Where are those conversations in this grid?



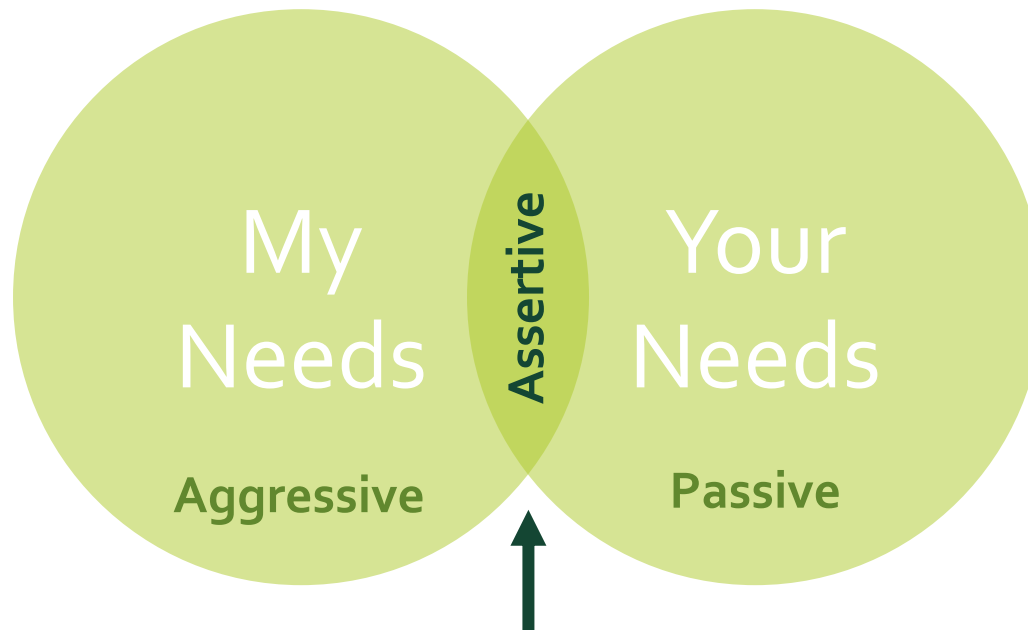
# How to Renegotiate Expectations?

## Aggressive Communication

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

## Passive Communication

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



## Direct Speak



# Direct Speak: Three Steps

## 1. Share your perspective of the situation or event

- *I think that I am well prepared for a management position*
- *When you said that I should pay attention to my family more than my career ...*

## 2. Describe how you feel without blame

- *I feel I am being overlooked and am confused as to why.*
- *I felt sideswiped and that my career goals were unimportant*

## 3. State your needs

- *I would like you to understand what is required to get the promotion and where my gaps are.*
- *I want to prioritize both my family and career and would like your support*



# Your needs and wants in direct speak

Create direct speak statements for at least three of your wants and needs you defined in the previous exercise.



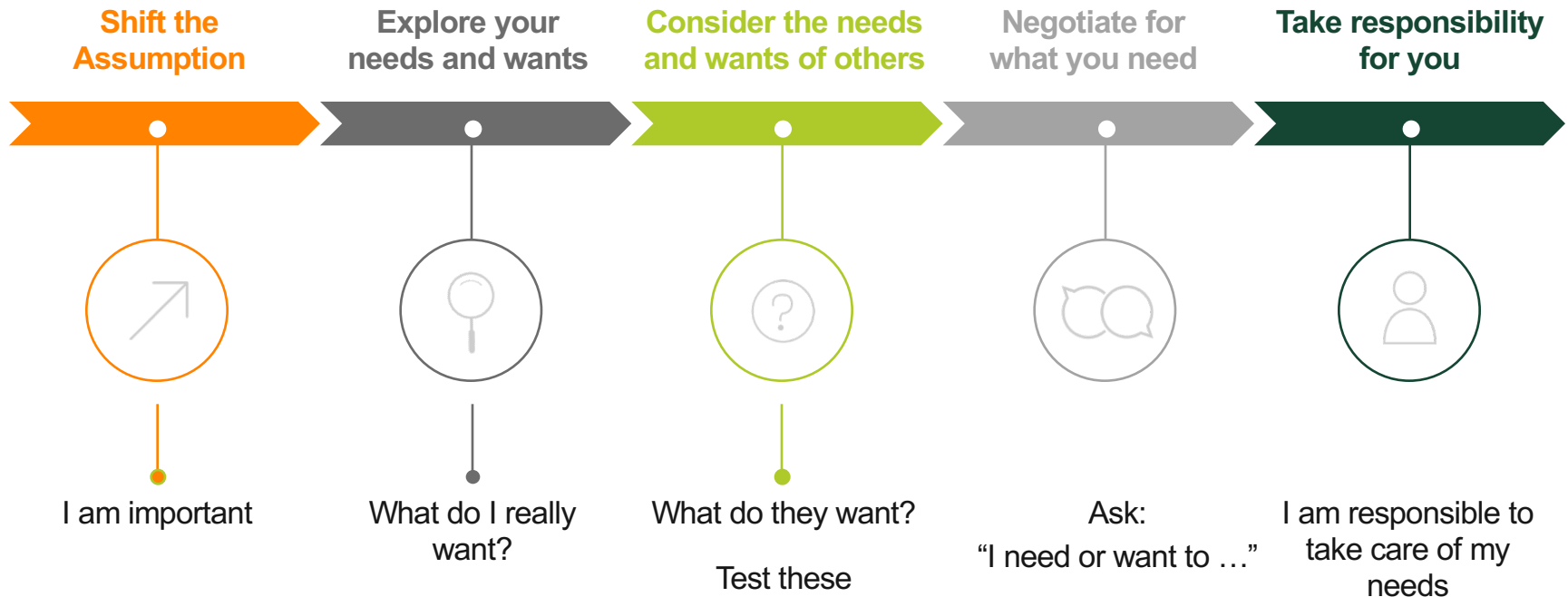
# Understanding the Other's Perspective

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

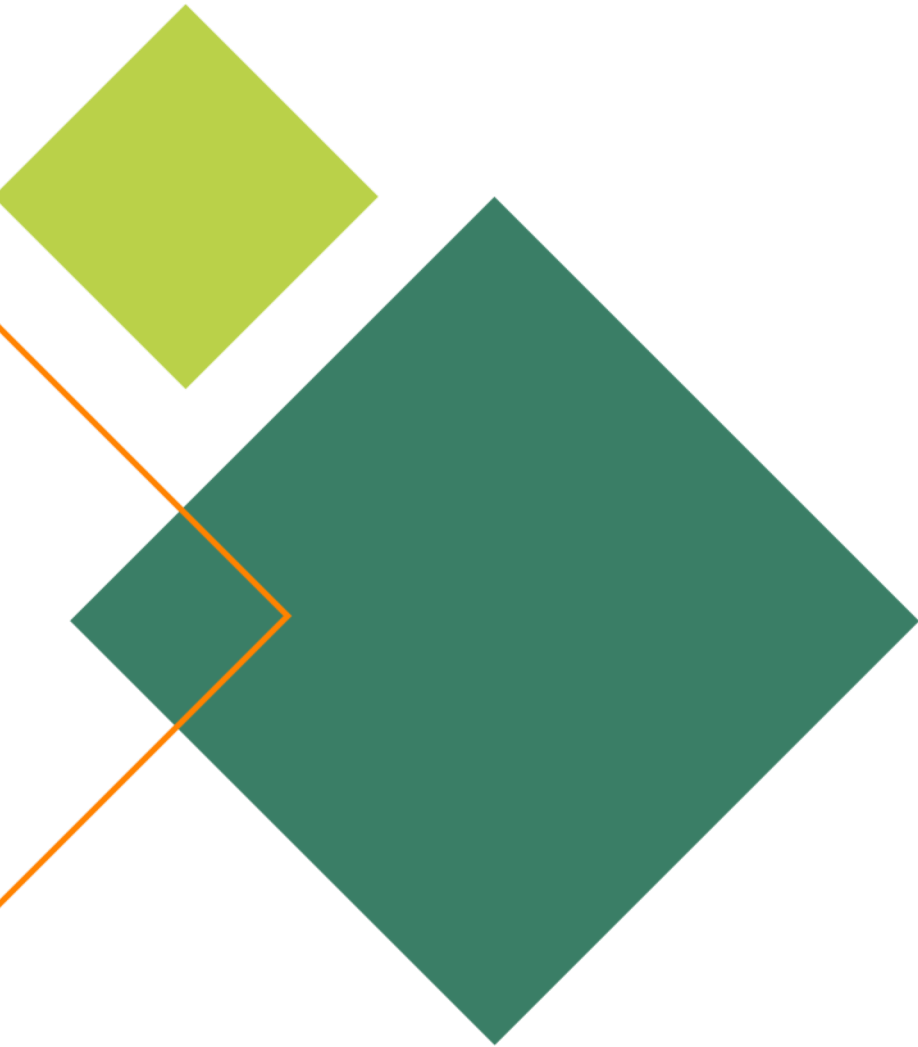
What questions could you ask that would uncover these and test these assumptions?



# The "I am important" Model







# Role Play

# Negotiating and Promoting your Needs All Day, Every Day

## Start small

Everyday boundaries

## Regularly & Often

Practice helps you  
improve

## Observe reactions

Beware the “flinch”

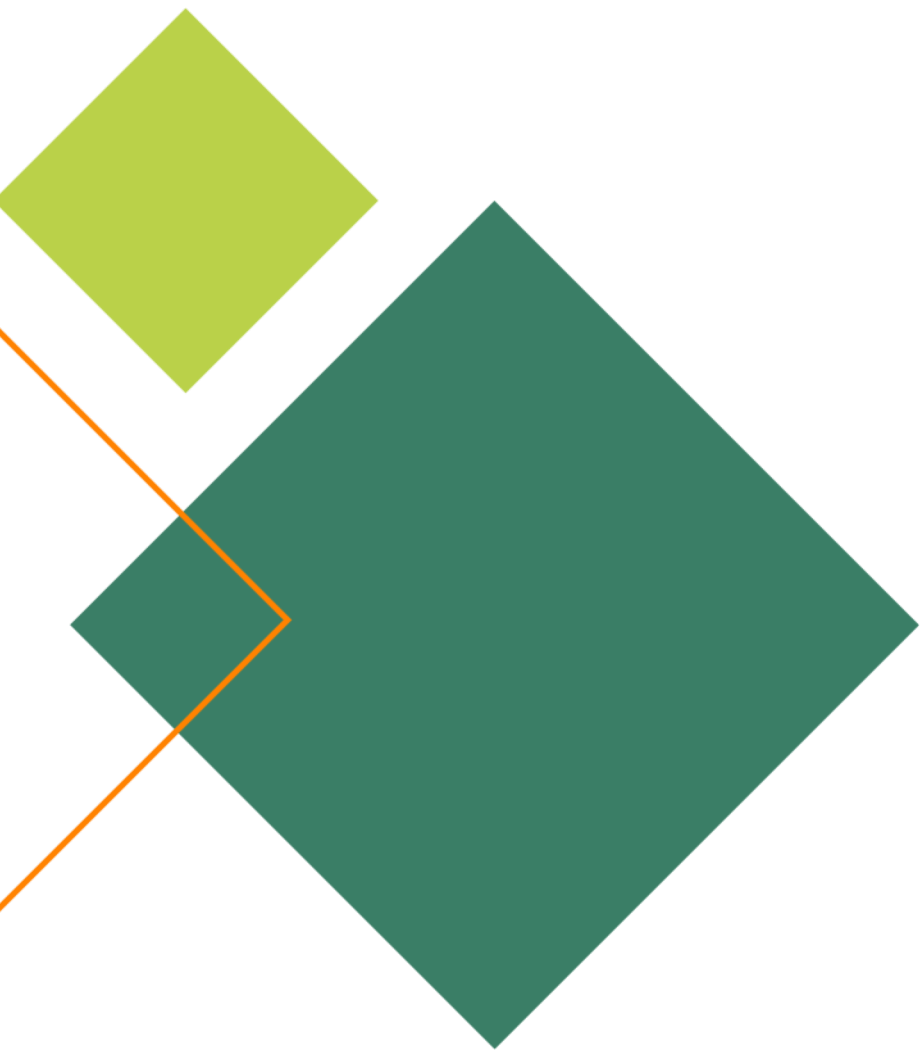
## Learn & Adjust

Test and apply to larger  
negotiations



"We are what we repeatedly do.  
Excellence is, therefore, not an act but a habit."  
- Aristotle





# Today's Agenda



# The Art of Self-Promotion

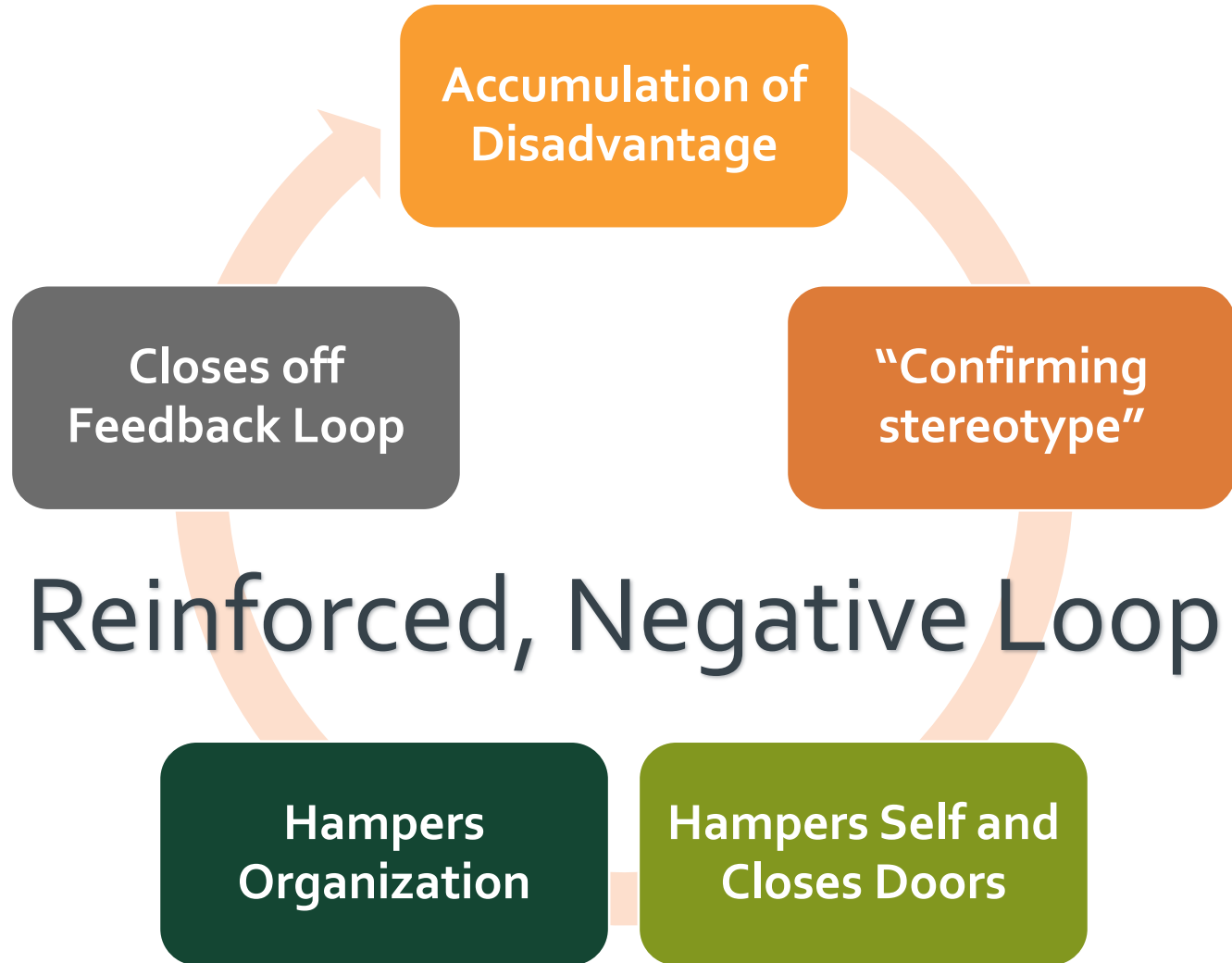
**01 Remove Unconscious Bias**  
It's okay to make money!

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

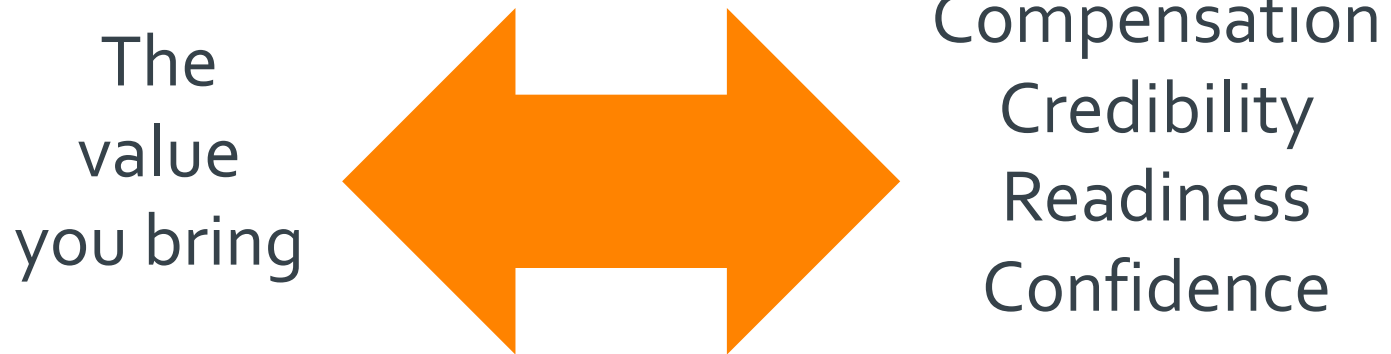
**03 Promote Your Value**  
Often, in small steps  
instead of large  
negotiations



# Why Self-Promote?



# Fair Market Exchange





# The Art of Self-Promotion

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

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

**03 Promote Your Value**  
Often, in small steps  
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negotiations



# 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

Step 1.

List the assumptions that keep you from self-promotion

Step 2.

.....

Assumptions	Reframes



# Reframing is Empowers

## 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**



# The Art of Self-Promotion

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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?

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?



# My Strategic Value Statement

I do \_\_\_\_ (THIS) \_\_\_\_\_  
for \_\_\_\_ (WHOM) \_\_\_\_\_  
it provides \_\_\_\_ (THIS) \_\_\_\_ value,  
And here are my results \_\_ (IMPACT).





# My Value Example (1)

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 (profit)/cost)	108%	







## My Value Example (2)

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%	





# Your Turn ...

Quantify Your Value		
ROI (savings/cost)		



# The Art of Self-Promotion

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Often, in small steps  
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# Promote Your Value



Jen



Lucy





# The Subtle Art of Self Promotion



- 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 Best Practices



# Self Promotion - Action Planning

Promoting your value

How it will help me achieve my goal:

What do I need to do?	Target date or check in	How can I measure success in this encounter?
1.		
2.		
3.		
4.		
5.		
6.		
7.		



SIMULATION EXPERIENCES

W



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# BUSINESS CHALLENGE

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# Intersession Work

- Renegotiate expectations
- Define your value
- Promote your value
- Work on your overarching development goal
- Check in with accountability partner
- Prepare for Ability finance simulation

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