



Session 4: Promoting your value

Leadership Academy 2019-20

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Today's Agenda



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Check-In with Peer Coach

As a peer coach you are ...

- A thinking partner
- 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

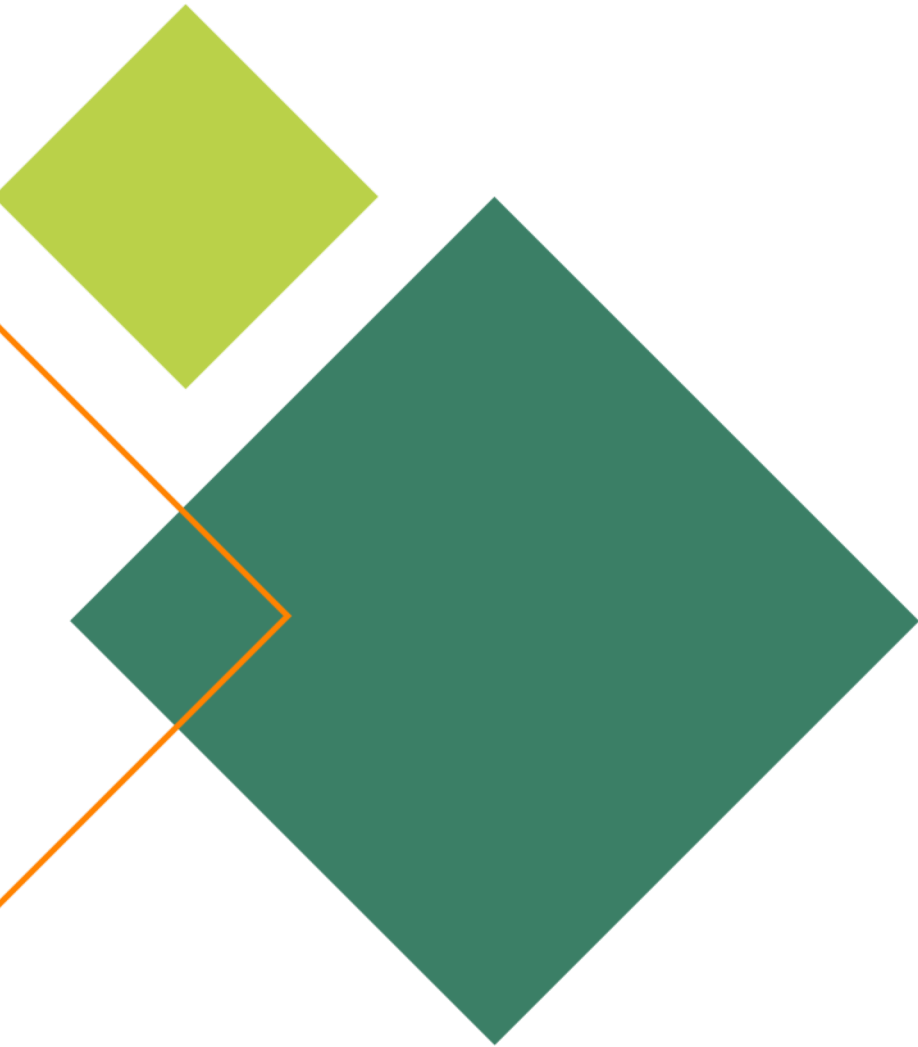
- What attitudes or perspectives have you changed? **Be specific!**
- What behaviors have you changed? **Be specific!** And what has happened as a result of those changes? At work and at home
- Where did you get pushback? And how did you respond?

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



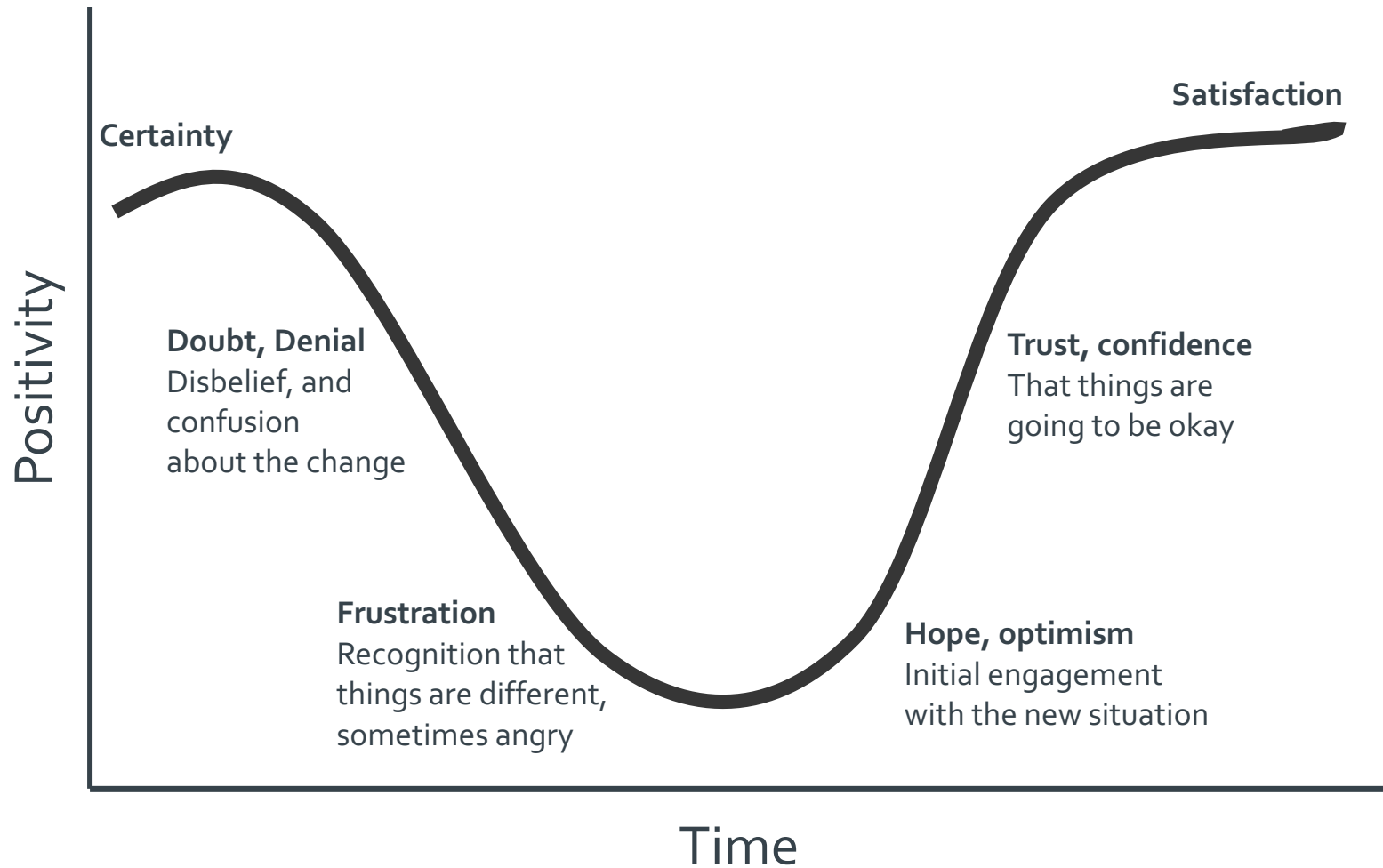
Today's Agenda





Renegotiating Expectations

Expect Resistance





Resistance in Action



Managing Resistance: Reframing Bias

She just got married, can't hire her she'll just quit

You're not strategic enough

She has to leave at 3.

She's so emotional



She's not really interested in the next level

You're not quite ready

You're a good multitasker

?

Does she really want it?

She isn't interested in doing evening events

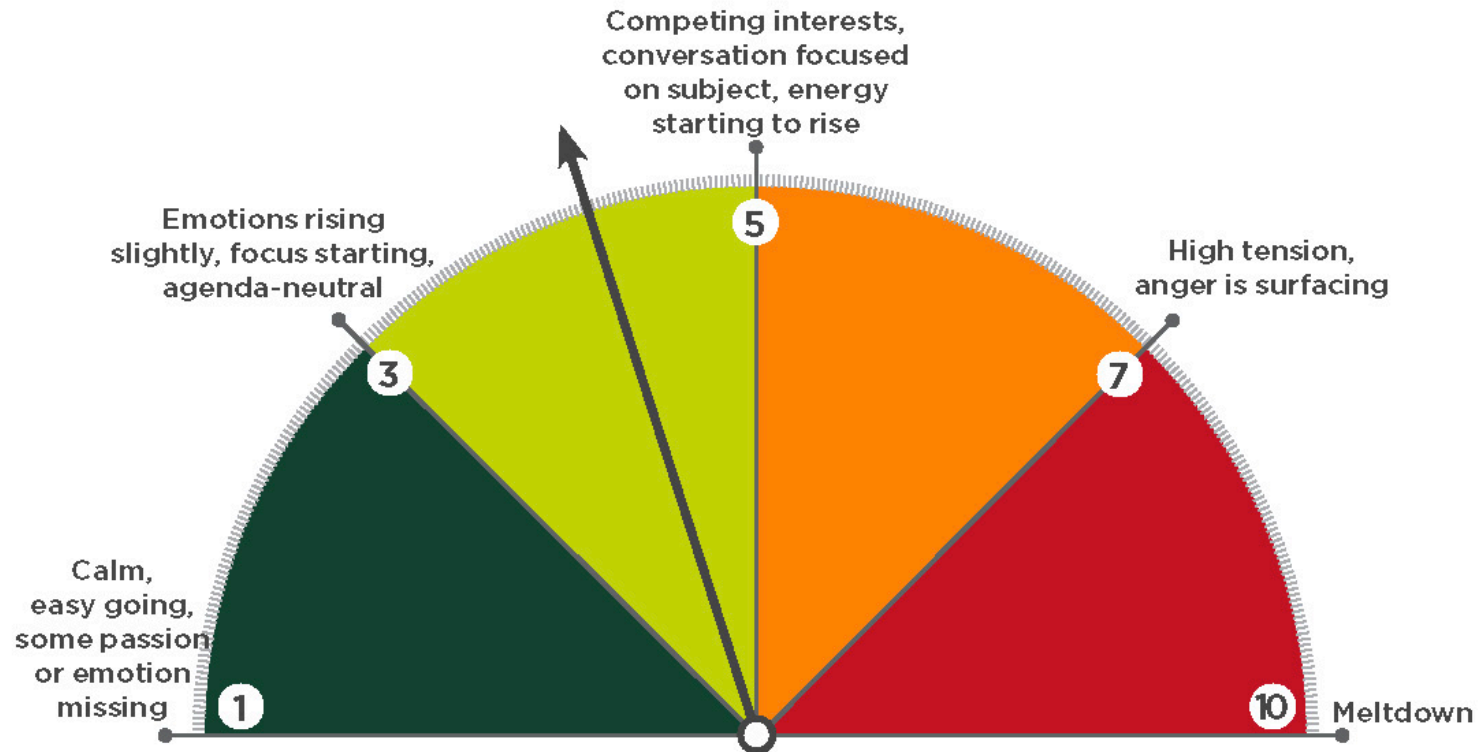
It's technical. Give it to Charlie.

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 are you 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



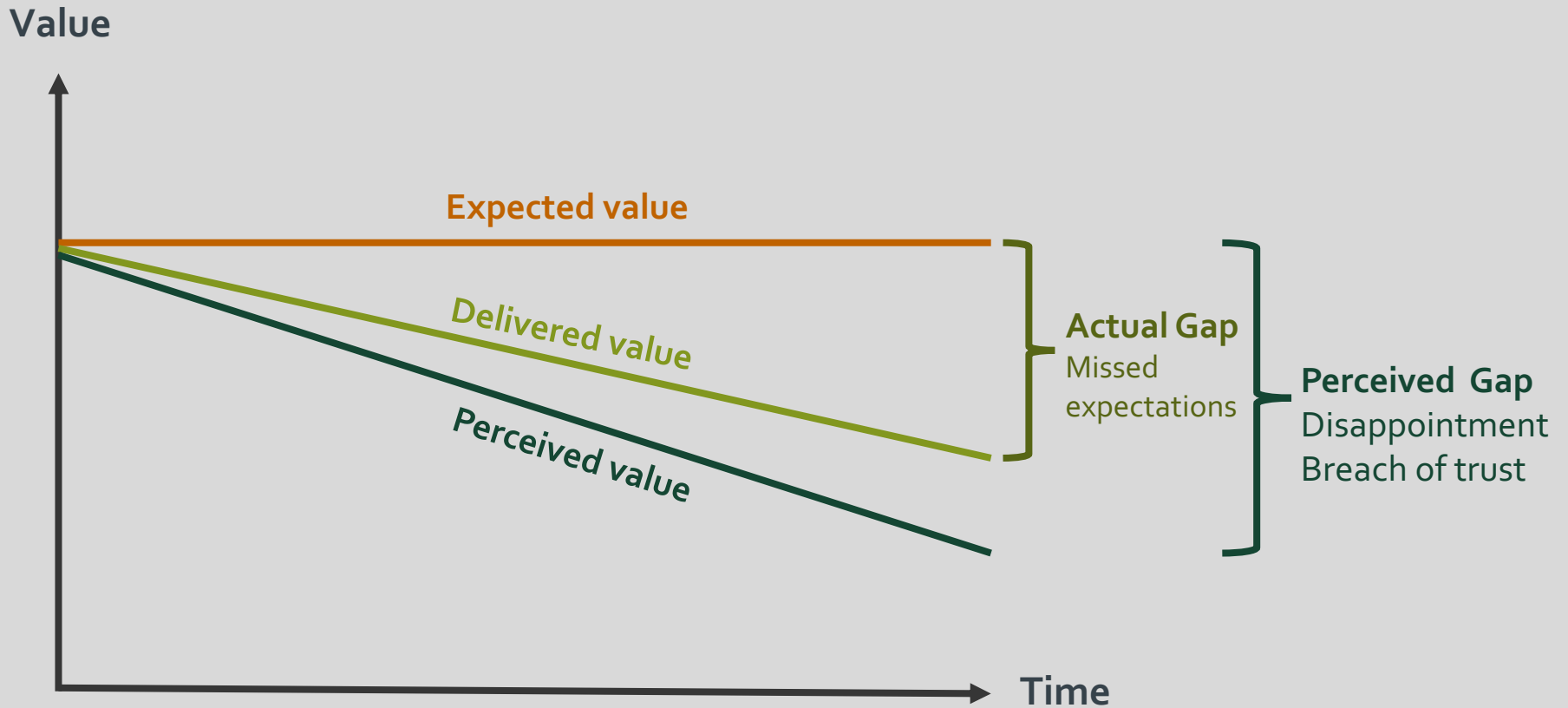
Share Your Objectives

Renegotiate Expectations Explicitly

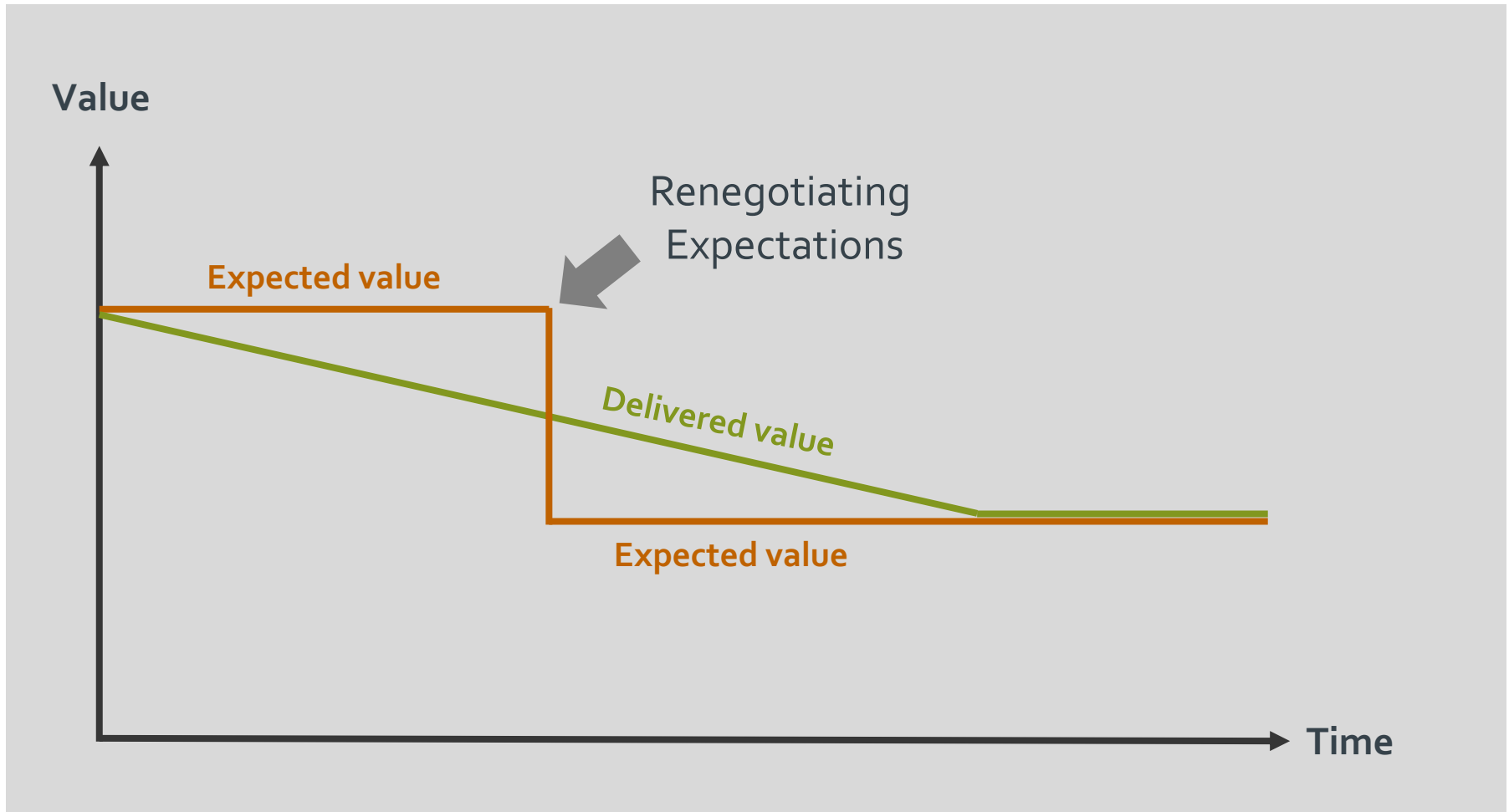
Share your progress



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



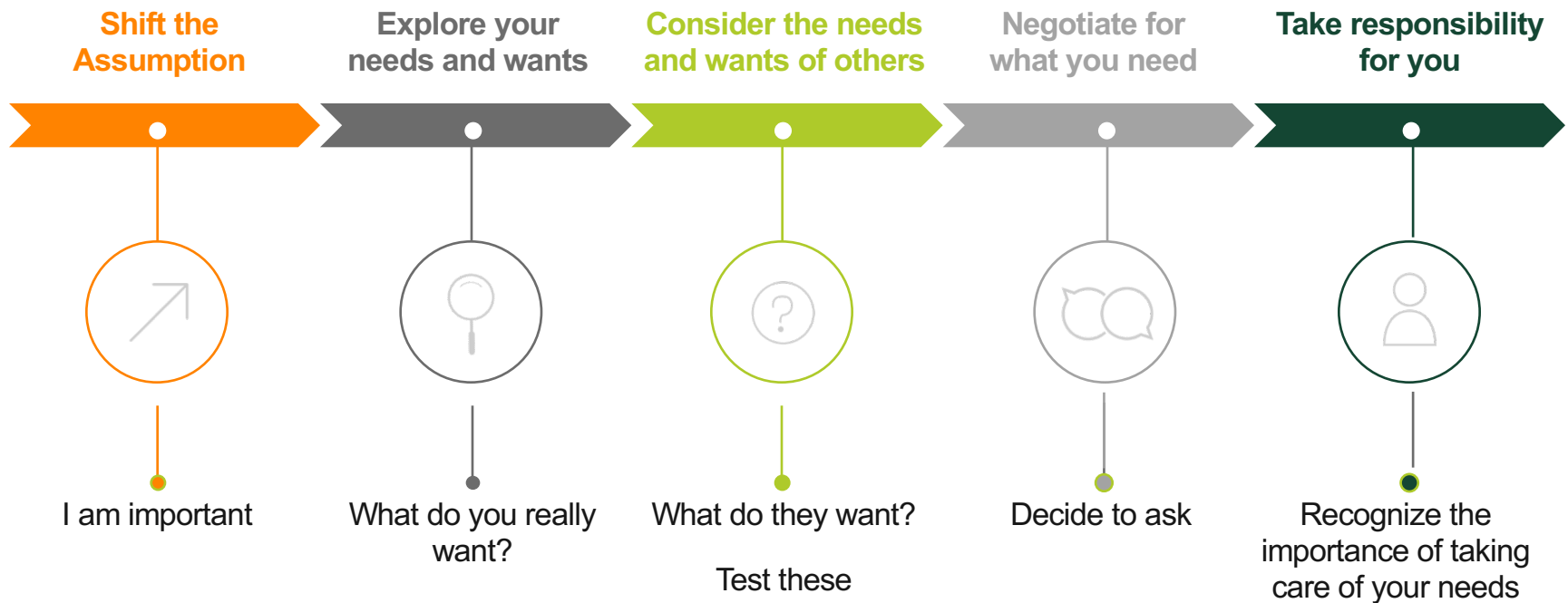
VS

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?

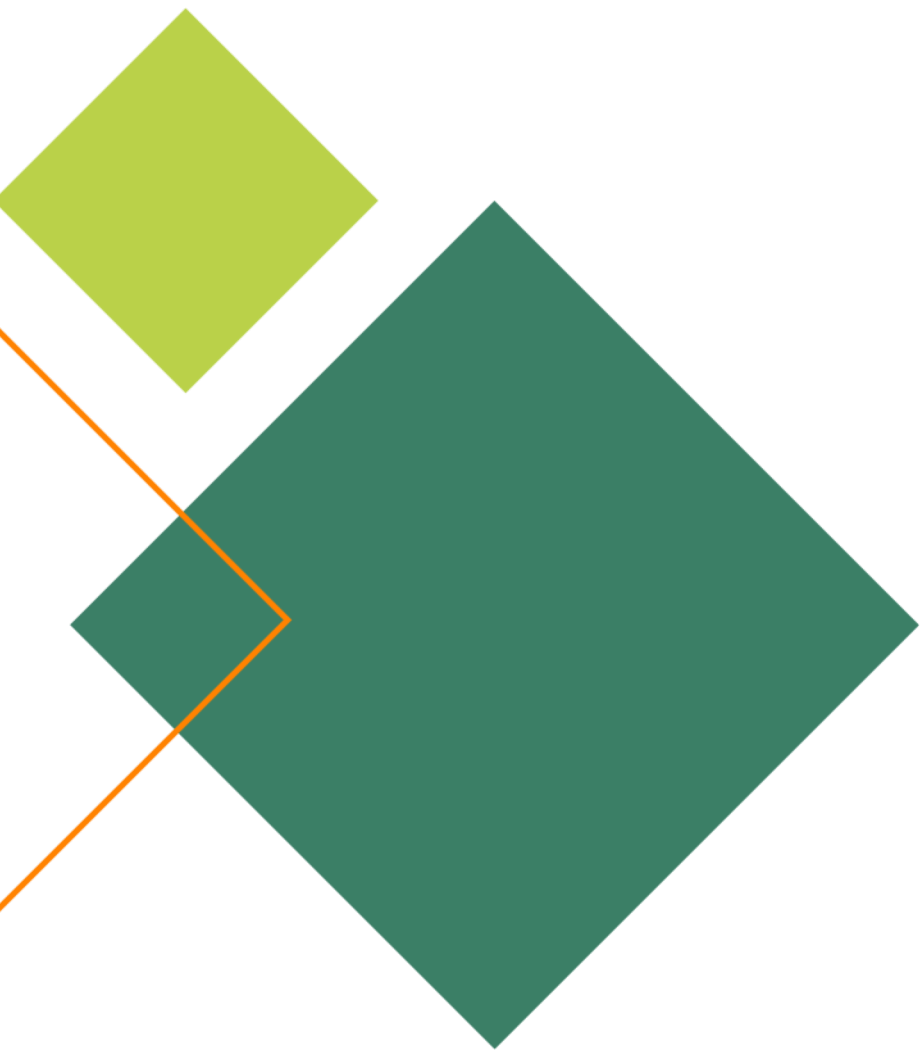
- How did you feel when you decided to sacrifice what you wanted?
- What was the cost/benefit of what you did?
- What was the discount rate on your own needs?
- What was the premium on the other's needs?



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?



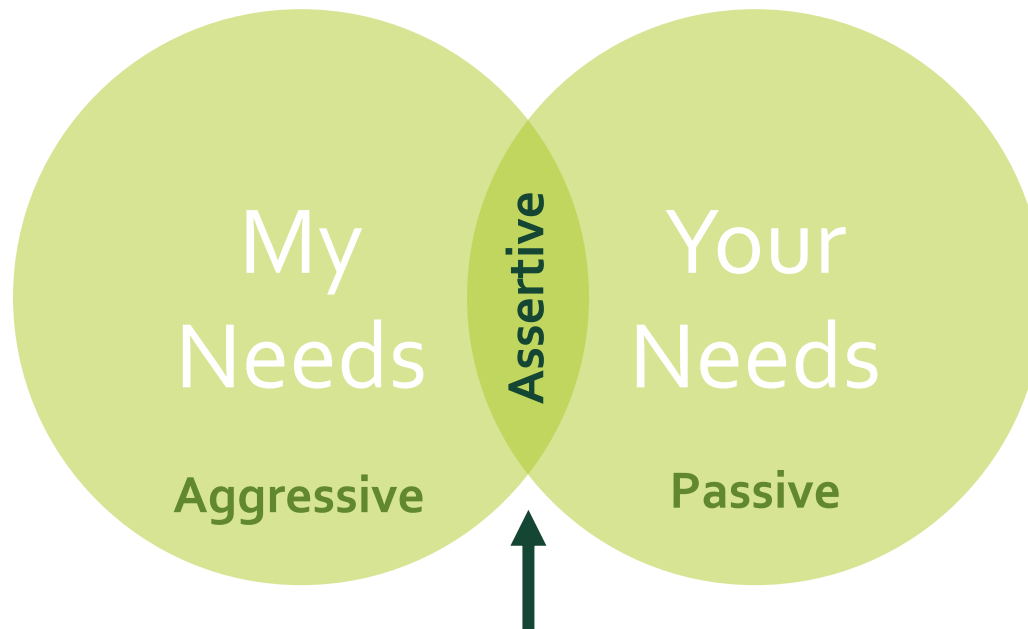
How to Renegotiate Expectations?

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 what my areas of improvement 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.



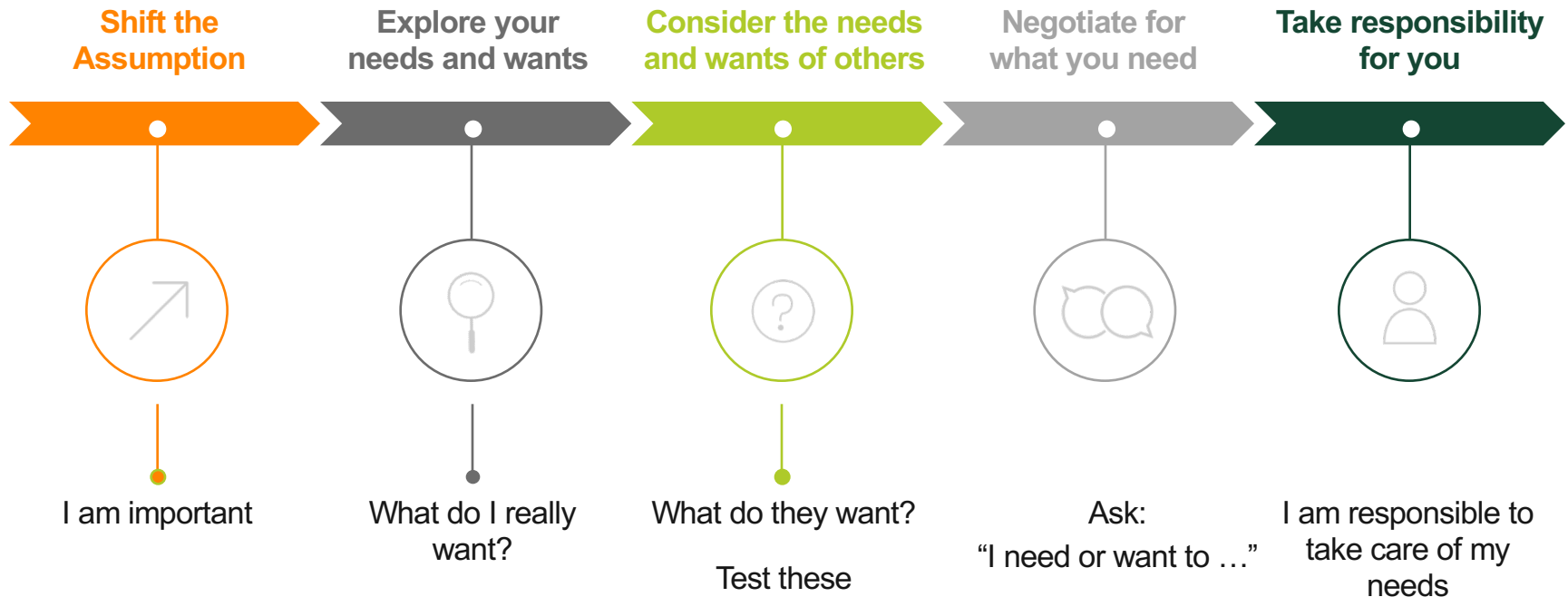
Understanding the Other's Perspective

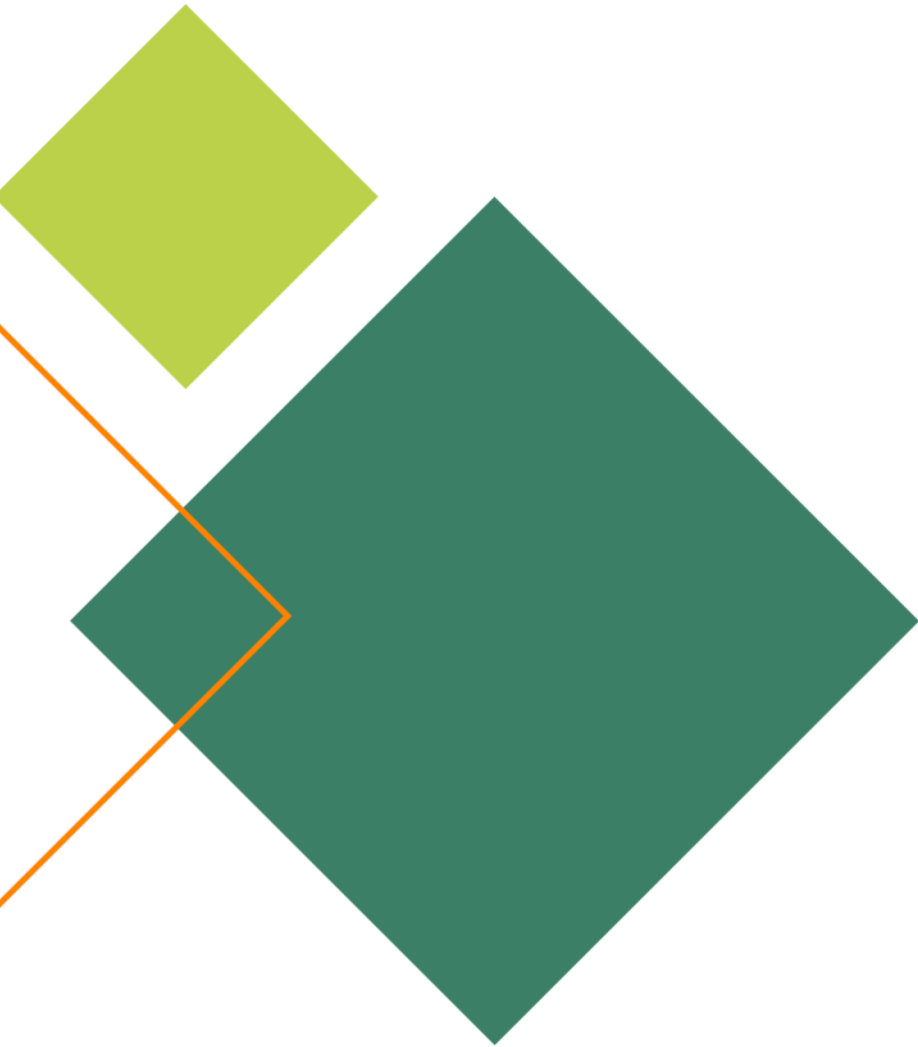
What are their goals and interests?	What are their concerns and fears?	What are their assumptions?

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”

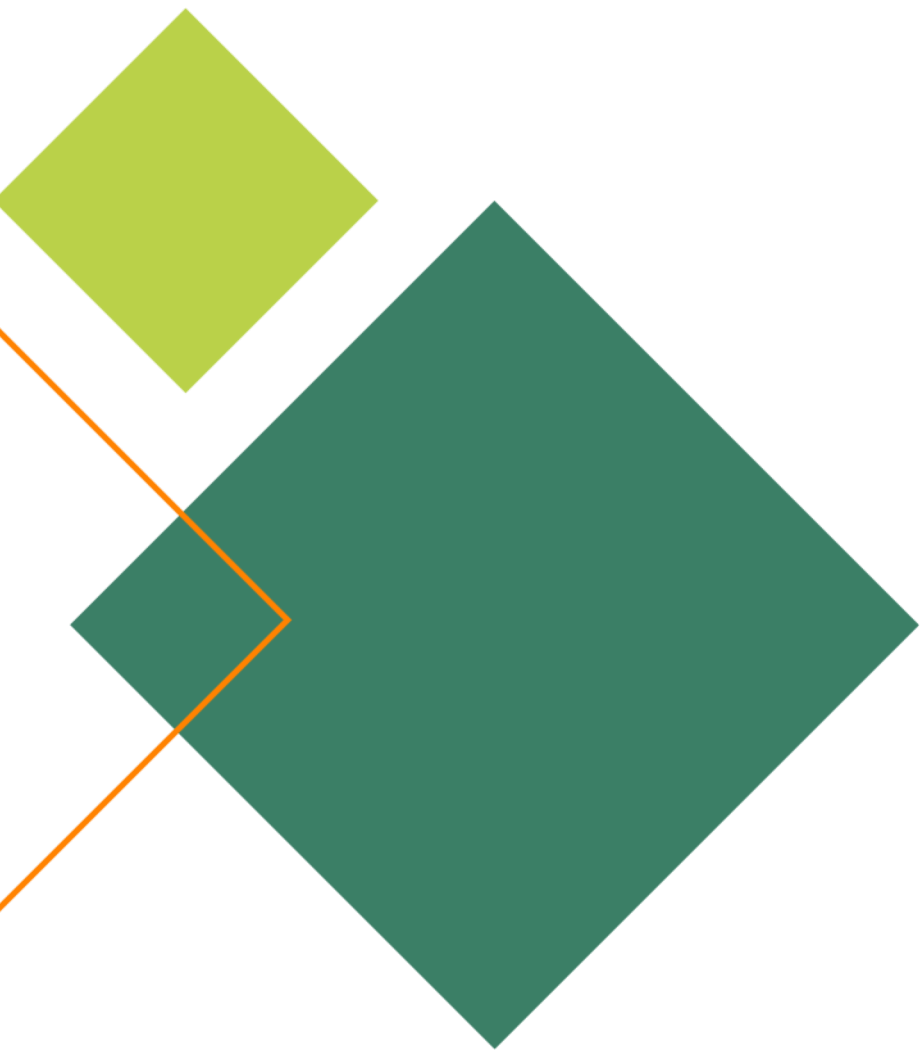
Learn & Adjust

Test and apply to larger
negotiations



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





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The Art of Self-Promotion

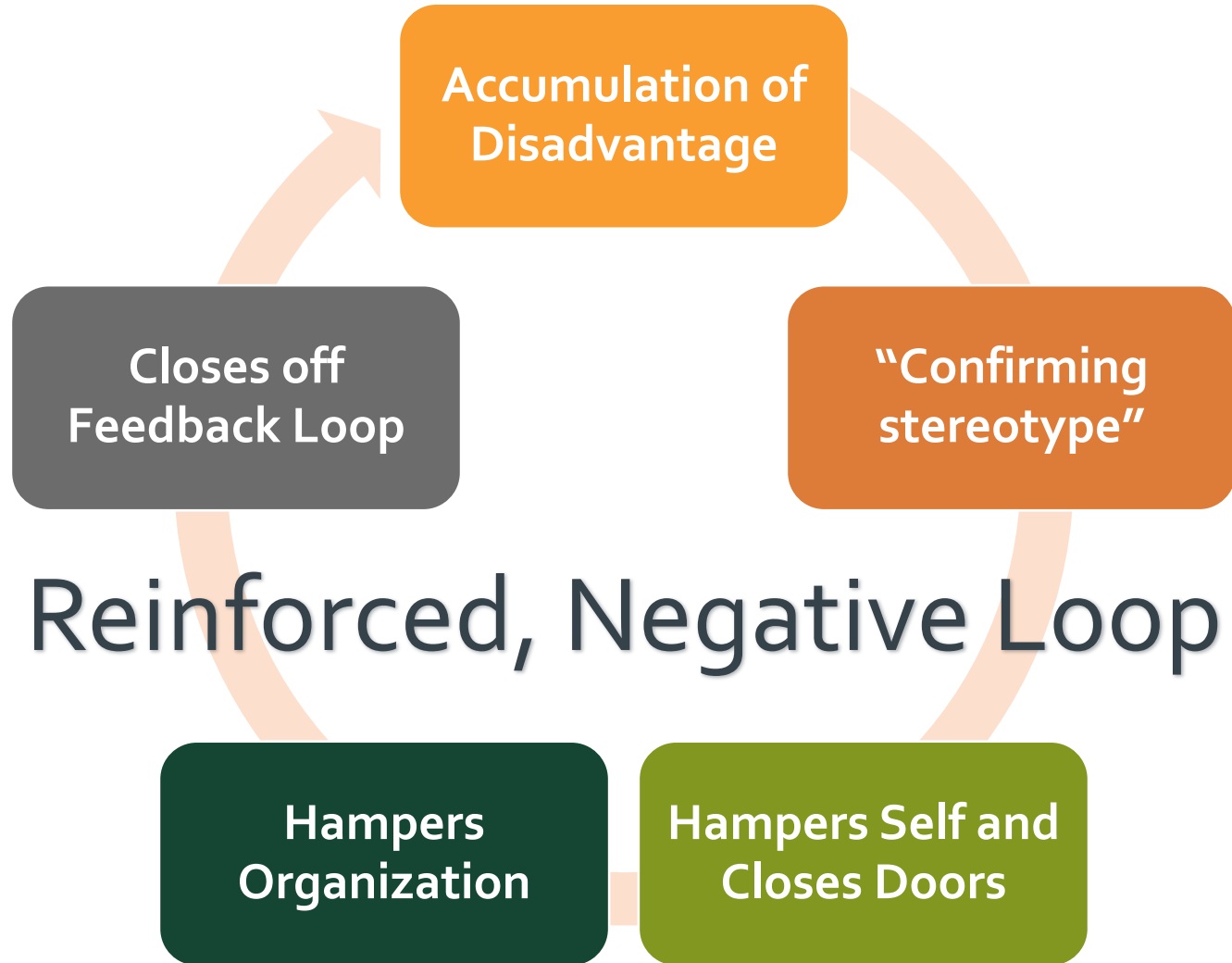
01 Remove Unconscious Bias
It's okay to make money!

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

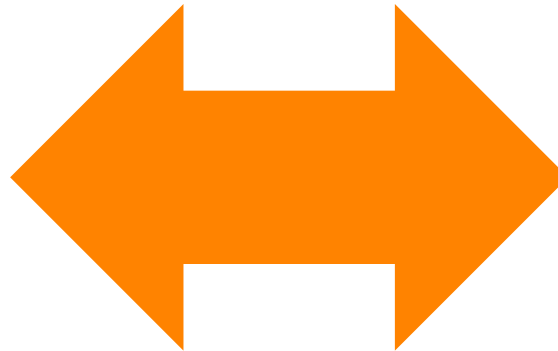


Why Self-Promote?



Fair Market Exchange

The
value
you bring



Compensation
Credibility
Readiness
Confidence



The Art of Self-Promotion

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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

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**



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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 design 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)		



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Promote Your Value





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.		



Intersession Work

- Renegotiate expectations
- Define your value
- Promote your value
- Work on your overarching development goal
- Check in with accountability partner

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- Aristotle

