



# **Confidence to Succeed -Assertiveness for Women**

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#### Aims

- An understanding of gender stereotypes and how they may impact your behaviour in the workplace
- How you help or hinder your performance, and what you can do about it
- · Language of influence and active listening
- Making requests assertively and learning how to say no
- Strategies to develop your resilience and project confidence
- · Practical models for assertive delivery of feedback, goal setting
- Staying positive in challenging situations
- Ways to develop a powerful network

#### My workplace

- Think about a recent scenario where you didn't say what you wanted to say
- What would mean today was a successful event for you?

The girls' school shoe is called "Dolly Babe", while the boys' equivalent is called "Leader"



# **Gender and stereotypes**

- See Jane 18.5 % women in cartoons had job v 80% men
- BFI 10,000 films analysed 4.5% directed by Women, most popular word in the title was Man
- Career progression often depends on taking risks and advocating for oneself - salary negotiation
- Research shows men are promoted for potential while women promoted on past achievements
- Women tend to self assess more harshly than men
- Women tend to apply for jobs if meet 95% criteria and men 60%
- Heidi and Howard Roizen case study

# **Organisational Stereotypes**

#### Comparing How Male and Female Entrepreneurs Are Described by Venture Capitalists

These gendered personas are illustrated with quotes from Swedish government VCs who were observed discussing a total of 125 applications for funding between 2009 and 2010.

#### The average MALE entrepreneur is described with attributes such as:

- "Young and promising"
- "Arrogant, but very impressive competence"
- "Aggressive, but a really good entrepreneur"
- "Experienced and knowledgeable"
- "Very competent innovator and already has money to play with"
- "Cautious, sensible, and level-headed"
- "Extremely capable and very driven"
- "Educated engineer at a prestigious university and has run businesses before"

- The average **FEMALE** entrepreneur is described with attributes such as:
- "Young, but inexperienced"
- "Lacks network contacts and in need of help to develop her business concept"
- "Enthusiastic, but weak"
- "Experienced, but worried"
- Good-looking and careless with money
- "Too cautious and does not dare"
- "Lacks ability for venturing and growth"
- "Visionary, but with no knowledge of the market"

IOTE QUOTES WERE TRANSLATED FROM SWEDISH TO ENGLISH. OURCE "GENDER STEREOTYPES AND VENTURE SUPPORT DECISIONS: HOW GOVERNMENTAL VENTURE APTILAISTS SOCIALY CONSTRUCT ENTREPRENEURS' POTENTIAL," BY MALIN MALMSTRÖM ET AL., NTRERENEURSHIP THEORY AND PRACTICE, FEBRUARY 2017

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# Recruitment and Selection Why language matters - latest study in USA

#### **Problematic terms**

ambitious
analytical
assertive
autonomous
best of the best
boastful
chairman
competitive salary
dominate
foosball
ninja

Silicon Valley	
stock option strong	S
takes risks	
workforce	

#### Inclusive terms adaptable leans in choose plans for the future collaborate resilient creative self-aware

creative self-aware curious socially responsible excellent thoughtful flexible schedule trustworthy multitasking up-to-date health wellness program imaginative intuitive

# Recruitment and Selection Why language matters

- Language used in job adverts, JDs and PS people self select
- What are you assessing?
- More rigorous and transparent evaluation processes
- Implement a series of checks and balances to safeguard against stereotyping - scoring candidates as soon as you can
- Educate managers and executives about latent influence of stereotyping and ways to override automatic tendencies to use stereotyping

# Recruitment and Selection Practical Actions

- Structure for Success
- What makes a great Manager articulate criteria that is required to do the job well and stick to it
- Impact of blind auditions on female musicians 5% of top 5 orchestras were women, now 35%
- People are overconfident about ability to interview but data repeatedly and overwhelmingly shows unstructured interviews don't work
- Score ASAP and interview with more than one person

# Beliefs Personal Reflection

- · What do I positively believe about myself?
- What does this give me?
- What self-limiting beliefs do I hold?
- What do these beliefs cost me? What do they shut down?

# **Challenging our beliefs**

- Prepare yourself for the voice that will try to stop you
- Don't wait to get involved or share your thoughts
- Know how you look and sound
- Consider the worst case scenario plan how you would deal with it - then set it aside
- Stop past failures getting in your way

# Language of influence - 3 tips

- Avoid using qualifiers in your speech "I'm really sorry. I'm not sure I'm totally comfortable with that. But maybe that's just me, or I don't fully understand it."
- Practice your assertiveness statement What you want to change (When you don't call on me during a meeting) How this behaviour affects you (I never get a chance to speak) How you feel as a result (I feel marginalised)
- Remind yourself why you are justified in acting assertively in the first place
- Speak in headlines

#### Language of influence and active listening

- Body language
- Be present
- Say sorry
- · Welcome the uncomfortable

#### How to say no

- When did you last want to say no but didn't?
- Think about a role model
- Imagine yourself saying it as they would
- What inner dialogue is happening?
- Now practice the conversation

#### How to ensure you are heard

- Make sure you're invited
- Be prepared
- Don't be afraid to chime in (amplification strategy)
- Speak strongly
- Don't take interruptions personally
- Keep talking
- Say you'd like to finish
- Stay in the conversation

### **Seven Factors of Resilience**

- 1. *Emotion regulation* the ability to manage our internal world in order to stay effective under pressure.
- 2. *Impulse control* the ability to manage the behavioural expression of thoughts and emotional impulses.
- Causal analysis the ability to accurately identify the causes of adversity.
- 4. **Self-efficacy** the sense that we are effective in the world the belief that we can solve problems and succeed.
- 5. *Realistic optimism* the ability to stay positive about the future yet be realistic in our planning for it.
- Empathy the ability to read others behavioural cues to understand their psychological and emotional states and thus build better relationships.
- Reaching out the ability to enhance the positive aspects of life and take on new challenge and opportunity. Look for opportunities to do things for others.

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# **Tips to build resilience**

- Learning to recognise the impact of your 'in the moment' thoughts and beliefs on behavioural and emotional consequences of adversity.
- Thinking traps Positivity and negativity ratio: resilient people can find potential value in most challenges Challenge reflexive thoughts - thinking patterns trigger emotional patterns - need to get literal in our self-talk. What's the evidence for the messages?

# **Tips to build resilience**

- **3. Detecting icebergs** Building an awareness of the deepseated beliefs we have of how the world works and how this can impact upon our emotions and behaviour. We are wired to pay more attention to negative events so starting to pay attention to positive events is important.
- 4. Live to learn Look at the problem, what's the solution to that. Finding ways to step back from adversity, create breathing space and think more resiliently. Approach challenges with Learner Questions such as "What is useful here?" or "What are my available choices?" as opposed to "Judger Questions" like "What's wrong?" or "Who's to blame?"



# **Tips to build resilience**

- 5. Challenging beliefs A process by which the breadth and thus accuracy of our understanding of events can be enhanced, leading to more effective and sustained problemsolving behaviours.
- **6. Putting it in perspective** Learning to stop the spiralling of catastrophic thinking and turn it into realistic thinking.
- 7. Health and Humour Look after yourself, time in the outside, and be able to laugh

#### Resilience

- Emotion v Fact
- First response to Second response
- Positive and Negative ratio
- Reframing who do you admire and role model
- Judger v Learner questions

# Giving Honest and Effective Feedback - E2C2

E stands for Evidence – what has actually happened that is specific and observable? High quality feedback is not about assumptions or judgement – it's about observable behaviour and action.

The second E (as in E2) stands for Effect. What effect has this behaviour had on you, on others, on the organisation as a whole? This too must be based on facts, not assumptions.

The C stands for Continue - what do you suggest the person continues to do?

The second C stands for Change – what do you suggest that the person does differently next time?

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# Giving Honest and Effective Feedback - E2C2

- Make sure the person is ready to receive the feedback
- Keep it short and clear
- Often better to give the feedback before asking the person their opinion – depends on how self aware the person is
- If you haven't observed the behaviour yourself, only give the feedback if you have the permission of the people who have given you that information
- Talk to the person in a neutral tone of voice
- Remember that feedback is just the start of the conversation

### Giving Honest and Effective Feedback - E2C2

#### Exercise

- Who will you give feedback to?
- What will you say to them?
- When and Where Will you Say it?

# **OPERA for Priority Setting**

- Outcomes what is your priority?
- Parameters how would you know you had achieved this priority?
- Effects why is this worthwhile, how does this relate to overall purpose of team, what are consequences of failure?
- Resources time, money, equipment, skills
- Accountability by when will you have achieved this, who are you accountable to for achievement of the priority?



# Staying positive in challenging situations

- Frame it as a new opportunity
- Think incrementally
- Watch and learn
- Be bold in your body language
- Heed red flags

# Staying positive in challenging situations

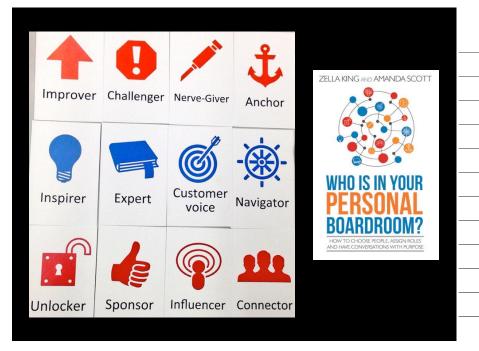
#### Do:

- Create goals based on making small, incremental improvements in your performance.
- Build your confidence with bold and expansive body language.
- Observe how your role models comport themselves in various professional situations.
- Seek ways to incorporate their strategies and tactics into your leadership repertoire.

# Staying positive in challenging situations

#### Don't:

- Beat yourself up for feeling like an imposter feeling nervous about a professional challenge is natural.
- Be overly daunted or scared by the challenge at hand. Consider it an opportunity to do something new and different.
- Fake confidence if you have legitimate concerns that the challenge you're being asked to take on is not feasible. If it's too much, say so.

#### Effective networking - your personal boardroom Step 1 - Define your goal

Define your goal. This will help you plan who needs to be in your personal boardroom to help you:-

- Become the best leader you can be (aspiring to excellence)
- Tackle a specific challenge (results focused, business objective)
- Define your purpose as a leader (understand your purpose)

#### Effective networking - your personal boardroom Step 2 - Choose your people

- 6-12 people
- Who should, could, might
- Review is their predominance for certain types?
- Aim for diversity

# Effective networking - your personal boardroom Step 3 - Assign the roles

- Information
- Power
- Development

# **Information roles**

- **Customer voice** someone who helps you understand markets, customers and business opportunities
- **Expert** someone who gives advice based on their sector or challenge-specific expertise
- Inspirer someone who inspires new ideas and brings fresh thinking
- Navigator someone who can tell you who you need to know, who does what and how things work

#### **Power roles**

- Unlocker- someone who provides access to resources (eg money, data, people's time)
- **Sponsor** someone who speaks out to endorse you and your ideas to senior or important people
- Influencer someone who works behind the scenes to win support, and helps you get things done
- Connector someone who makes introductions and connects you with people who can help you

#### **Development roles**

- Improver- someone who gives candid, constructive feedback on your performance and development
- **Challenger** someone who challenges your decisions and thinking, and helps you see your errors and blind spots
- **Nerve-Giver** someone who strengthens your resolve at difficult times and gives you a sense of purpose
- Anchor someone who keeps you grounded and holds you to account for the balance between your work and the rest of your life

#### Effective networking - your personal boardroom Step 4 - have the conversations

- Review if one person fulfilling too many roles
- Plan your conversation and be clear about time needed
- Practice what you want to say
- Listen
- Reflect on conversation what went well, what didn't

#### Sheryl Sandberg





# **Action Planning**

- Key learnings for you
- What's emerging as important
- Resources needed
- Timeline and Measures of Success

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