It’s Not A Glass Ceiling, It’s A Sticky Floor!

The University of Toledo’s Women’s Forum

Being Resilient
Rise Off The Sticky Floors

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Today’s Session

- Explore “new environmental trends” impacting organizations and leaders
- Drill down on resiliency and see how it relates to you, your team and your organization
- Learn more about resiliency and getting off the “Sticky Floors!”
- Become a more resilient leader during times of transition
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Trends Impacting Leadership Today

- New intensity of leadership and management
- “Re-thinking” for growth
- Need to lead, change and re-invent
- Focus on engagement and retention of workforce
- Concern for managing differences – Multi-generational, gender, age, style, cultural, etc.
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A NEW Way Of Thinking

TAKE A NEW LOOK
The New Context For Today’s Leaders

• It’s just not the same old problems we need to focus on or even solve, rather we need to take a fresh and new perspective

• *It starts with You!* What do you want to create or leverage from your current environment to enhance the future?
  
  ➢ Life’s destiny is right beneath your feet
  
  ➢ Leadership is about being resilient and re-inventing yourself
Exercise: Resiliency at Work

1) Complete this sentence: **Resiliency means** ....

2) Then, agree on 10 words that describe someone who is resilient at work and 10 words to describe someone who is not.

3) Identify a spokesperson for your group.
Definition of Resilience

“The ability to recover from or adjust easily to misfortune or chance.”

Source: Webster's Dictionary
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Resiliency at Work

- People who have it demonstrate:
  - Flexibility
  - Durability
  - An Attitude of Optimism
  - An Openness to Learning

- People who don’t have it demonstrate:
  - Fatigue and Burnout
  - Malaise and Depression
  - Defensiveness
  - Cynicism

Source: Center for Creative Leadership
6 Characteristics of Being Resilient

- Acceptance of Change
- Creating a Vision at the Individual and Organizational Level
- Creativity at the Organizational Level
- Continuous Learning
- Personal and Professional Networks
- Skill Shifting
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The Sticky Floors Versus The Glass Ceiling

• Write down 1 or 2 areas where you feel you are stuck or burned out in your job or in your personal life.

OR

• Write down where your friends or colleagues would say you are stuck or burned out!
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Reflection Question: Managing Work/Life Integration

Which of the following causes you the most angst?

1. Managing household/family responsibilities and work/professional responsibilities at the same time
2. Spending quality time with family and friends
3. Taking time for your own health and well-being
4. Prioritizing – aligning your activities to support your goals
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Tips for Managing Work/Life Integration

- Create your personal vision: Map out your life goals, values and priorities
- Don’t feel you need to do it all – ask for help!
- Establish commitments and boundaries to help you give adequate attention to each of your top priorities
- Take an inventory of your day-to-day activities – eliminate those that do not support your top priorities
- For you high-achievers, remember to build your strategic life plan and not try to do everything at once
Reflection: Perfectionism

1. Do you get mired in details and lose sight of the big picture?

2. Do you appear to lack self-confidence because you are always working so hard?

3. Are you a micro-manager?

4. Do you seem too risk adverse to try new things or raise your visibility?
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Tips for Driving for Perfectionism

• Learn how to balance Perfectionism with “Good Enough”
• Avoid the tendency to be a pleaser
• Delegate to your team and associates
• Seek feedback and use it to calibrate your own performance standards
• Set expectations through timely and purposeful communications
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Reflection: Staying in One Place Too Long

1. Do you feel that you are not being challenged or learning any more?

2. Do you feel that you are the “go to” expert in a certain area and get passed by for other opportunities?

3. Do you feel that you are not being appropriately recognized for your value and contribution?

4. Do you feel unsure of your career path within your organization?
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Tips for Staying in One Place Too Long – The Loyalty Factor

• Pay attention to where the organization is going: Look at ways you can re-invent yourself to bring greater value to your existing role

• Lay the ground work for future moves by networking and making your work/accomplishments, skills, and interests known to others

• Put together a plan: Map out what kinds of experiences, training, and exposure it will take to get the next promotion or achieve your ideal job

• Be willing to take a risk: Take on those “stretch” opportunities—get out of your comfort zone! Ask yourself, “What is the worst thing that can happen?”
Reflection: Building Strategic Relationships

1. Do you try to conquer things on your own or reach out to others for support?

2. Do you have a broad network of acquaintances or a few close relationships?

3. Are most of your relationships with your team or functional area or are they more broad and diverse, within and outside your organization?

4. Do you typically wait until you need support and then ask someone for it or do you build that relationship ahead of time?
Tips for Building “Strategic” Networks

• Start identifying your own “Board of Directors” and align them around your key goals

• Map out a broad and diverse network of individuals

• Be intentional – Identify desired outcomes and the best way to approach each individual

• Consider the Law of Reciprocity

• Remember the Six Degrees of Separation
Reflection: Making Your Words Count

1. Would others say you are clear, concise and easy to understand?

2. Do you speak up when you have something to say, or do you hesitate and not say anything?

3. Do you adapt your speaking style to the situation and the individual?

4. Do you actively listen to others and show interest in what they are saying?
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Tips for Making Your Words Count

• Less is sometimes better! Avoid filling the room with words – provide a clear and concise message and stay on message

• Present relevant facts and quantify statements when that data has impact, rather than just making statements

• Be aware of the non-verbals

• Speak up: Throw your hat in the ring
Reflection: Capitalizing on Your Political Savvy

1. Do you know how and when most decisions are made in your organization?

2. Can you “read between the lines” in meetings and conversations?

3. Do you know who the key players are – those who are influential and respected in your organization?

4. Are people drawn to you? Do they feel connected to you?
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Tips for Capitalizing on Your Political Savvy

• Learn who needs to know about you—your value and how you can help or support them

• Determine the best mechanism for knowing what is happening in the organization versus waiting to find out

• *Read between the lines*: Understand the intention of people’s motivations and emotions through their words and non-verbals – determine what they are really saying and feeling

• Know how to anticipate resistance in the organization and be prepared to address it proactively

• Know and capitalize on your “own” presence
Reflection Question: Asking For What You Want

Which of the following do you have the most difficulty asking for:

1. Development opportunities or mentoring support
2. Work that is meaningful and makes an impact
3. Visibility within the organization
4. More flexibility in terms of your work schedule
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Tips for Asking For What You Want

• Know your worth: Take time to research your request and don’t just assume that someone will take you seriously

• Make your request a conversation versus giving them the option to say “yes” or “no”

• Develop a Most Acceptable Outcome, Least Acceptable Agreement, and BATNA

• Don’t just assume defeat or give up after the first no
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Insight to Action

➢ Continue to…__________________________
➢ Do more…______________________________
➢ Do less…_______________________________
➢ Start…_______________________________
➢ Stop…______________________________
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Learn more about how SHAMBAUGH can help you rise off the Sticky Floor!

• Becky’s Blog, SHAMBAUGH’s Quarterly Newsletter and Upcoming Programs & Events

• Workshops and webcasts

• Visit www.shambaughleadership.com to complete the Sticky Floor Assessment

• Becky’s New book - It’s Not A Glass Ceiling, It’s A Sticky Floor
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Panel Discussion With:

→ Dr. Christa Adams
→ Marianne Ballas
→ Carol F. Campbell
→ Barbara Steel
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Rise Above The Sticky Floor!

When You Do… Anything Is Possible!