to break through the GLASS CEILING

Glenda May & Jennifer Morris

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"There is a special place in hell for women who don't help other women." *Madeleine Albright*

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All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form by any means, electronic, mechanical, photocopying, recording or otherwise, without prior permission from the publishers and copyright holders. Globally, women make up approximately 60% of the labour market and are attaining tertiary degrees at a faster rate than their male peers. In addition, recent studies show that women often outperform their male counterparts in top-level jobs and that public companies with female board members perform significantly better than those without.

So, if having women in leadership positions is good for business, why is it that less than one in five senior leadership positions are held by women? What hinders women from climbing the leadership ladder?

The answer, in part, can be found in the subtle (often invisible) barriers and cultural beliefs around gender, as well as workplace structures that have historically favoured men.

This book offers 52 ways to help you overcome these structural biases and self-defeating attitudes, to take control of your career, be courageous and trust your innate strengths as a woman leader.

Written by Glenda May & Jennifer Morris © 2013



Dare to Dream **Take time out** to reflect on your future.

Visualise where you want to be in 5 years. List the things that will help or hinder you from getting there. Develop a plan that sets out your goals and the milestones for success.



Where are you now?

Identify your talents and build them into strengths. These will be the qualities that allow you to shine.

Close the Gap

Where do you want to be? Do a gap analysis with your manager to identify the skills you will need for the future. Prioritise these skills in your development plan. W W pa

What makes you who you are? What are your values and your passion? What excites you? What are your non-negotiables?

Ensure your values are aligned with those of your organisation.

You may be able to work with misalignment in the short-term but it's not sustainable for your morale, health or productivity in the longer term.



Be proud of your Emotional Intelligence

Your EQ is manifested in your innate sense of empathy, caring and intuition. These critical leadership qualities enable effective collaboration and create better outcomes, whilst changing the world into a better place.



What does your manager expect of you?

What are your key challenges and priorities? How does your manager judge success? Use these conversations to help you prioritise your workload.

Ask for regular **x**adbeet feedback

Ask for regular

Keep on track by asking

- What am I doing well?
- How could I do even better?
- What could I do more of, less of, keep doing?

You're good but you could be great! When you are open to feedback, people will see you as strong, flexible and willing to change.

Toot your horn

Letting others know the value you can bring isn't boastful or conceited. It's OK to promote your talents. Initiate a monthly review with key stakeholders to discuss your progress. Do what you do well and let others know about it.



Being aware of your manager's key challenges, frustrations and influences will best position you to stake your claim on a senior management role. The better you know the challenges, the better equipped you will be to demonstrate your commitment and leadership skills. Understand why things are done in your organisation, rather than accepting the status quo. Having the eyes of a curious child and asking why, will help you to 'deep dive' into your

business to fully understand the strategic direction and operational implications.





Promote your team's achievements

You've built a strong team around you... now let others know about it! By publicising their achievements, you increase both your visibility and theirs whilst building strong loyalty.







Lean in, find your voice, and speak up. Don't wait to be Volunteer for projects that asked. will stretch you and raise your profile. "Opportunities are rarely offered, they're seized." Sheryl Sandberg, CEO Facebook.



...but don't feel you have to compromise your authenticity and femininity. Women and men bring diverse perspectives to the table – you can be both equal and different.

Don't apologise for speaking out

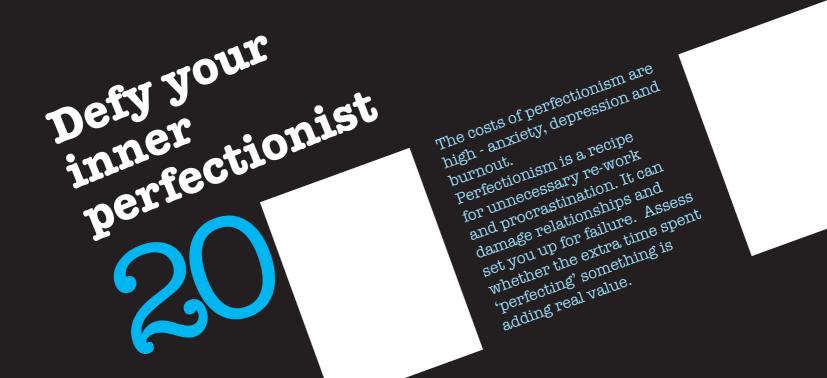
You have the right to express your opinion, ask for what you want, and to disagree. Be respectfully assertive without being aggressive, defensive or blaming. Be confident in questioning others' decisions - without questioning their integrity.



Tune in to any negative monologues that undermine your self-esteem and sabotage your goals. Notice when a thought is self-defeating or when you find yourself catastrophising. Remove the 'shoulds' and the 'musts' and replace the negatives with positive thoughts.

"The way people treat us is a reflection of the way we treat ourselves"

Linda Field





Many successful people battle their impostor - the inner critic that makes you feel a sham - often in the face of real achievements. Perpetually waiting to be 'unmasked' will drain your energy and confidence. It can make you more riskaverse, less self-promoting and hurt your future success.







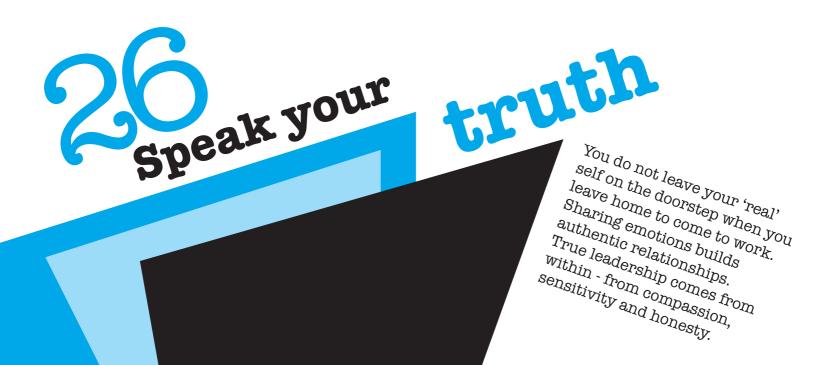


RECIPROCITY

While it's important for your work to be exemplary. building strong connections with colleagues and peers will help advance your career. Networking is about both giving and receiving. Foster your relationships by periodically checking in - follow up after a conference, forward an interesting article, make connections and introductions.

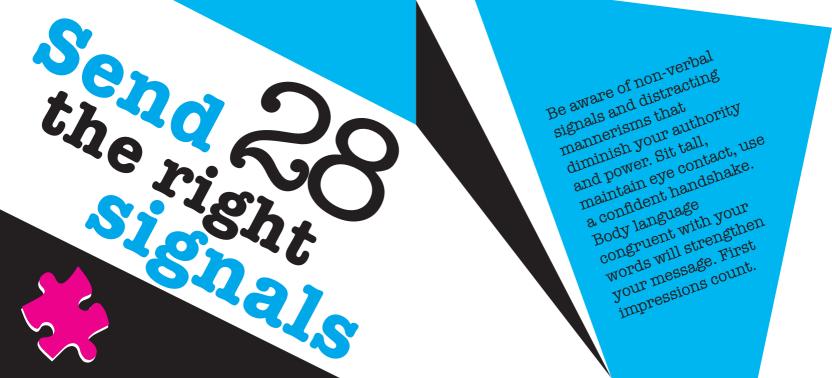


Voice quality, passion and presence can be more than twice as important as the content of your message. It is natural for women's voices to be of a higher pitch and this makes it more difficult to sound authoritative. Raising your voice at the end of a sentence will sound as if you're asking for approval. Instead, consciously slow down your speaking and deepen your v<u>oice</u>.





If you look like a leader and act like a leader, you'll feel like a leader. If you don't feel confident, imagine you are until you gain the experience or tools necessary. Though it might feel artificial and forced in the beginning, soon it will become natural.





Choose a professional wardrobe to reflect your career aspirations. High-quality, well-tailored garments convey a polished professional presence. Keep a jacket at work for important meetings and presentations.

Avoid showy accessories, tight garments and revealing necklines.

Your 'personal brand' is your reputation. It's how people see you - the impression that comes to mind when they hear your name. Be clear about your unique selling proposition - the distinctive contribution you bring that differentiates you from others.



Don't wait until you are 100% ready



Future employers are more interested in your potential. your organisational culture fit, your team skills and how you influence people. Research shows your male colleagues will apply for a position with just 40% of the competencies needed.

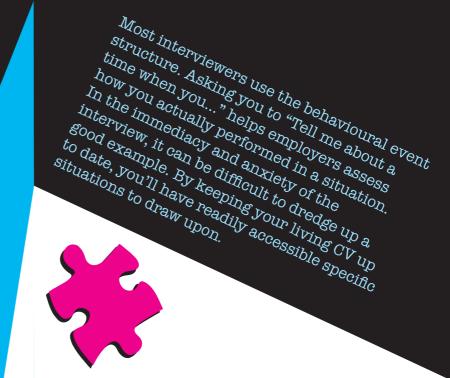




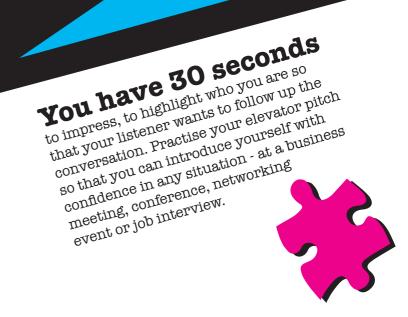
Tell your networks that you are looking for your next career opportunity and ask for referrals and introductions. Up to 80% of job opportunities are in the hidden job market.

34

Polish your interview technique



Make sure your elevator pitch is taking you UP not down



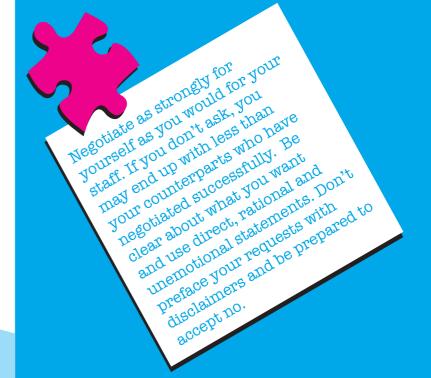


Research and benchmark salary scales for your role and skills. Ask headhunters, recruiters, or trusted colleagues for salary indicators in your industry. Focus on selling the value you add and the unique qualities you bring to the company. Back up your request for a salary increase or promotion with facts, figures and evidence of your achievements.

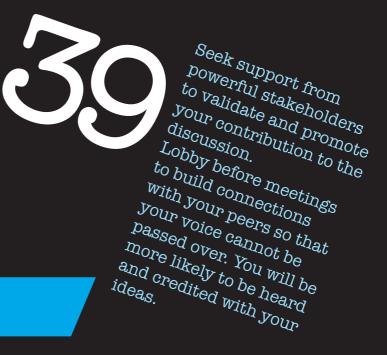
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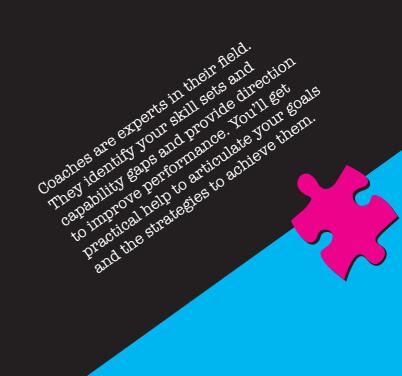








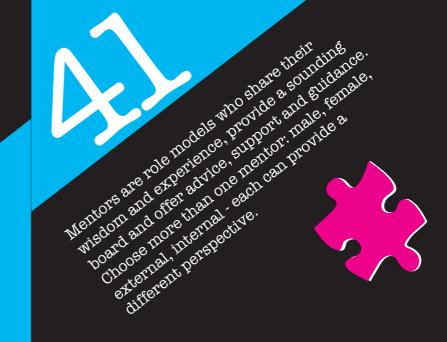




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that hold you back but lack of confidence

It's often not lack of technical skills



Seek out a SPONSOF

42

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the rast track.



Create an online presence with your own professional blog.

Offer opinions and observations about current thinking and become a thought leader in your field. By linking to articles and sharing your expertise, you can enhance your professional reputation.

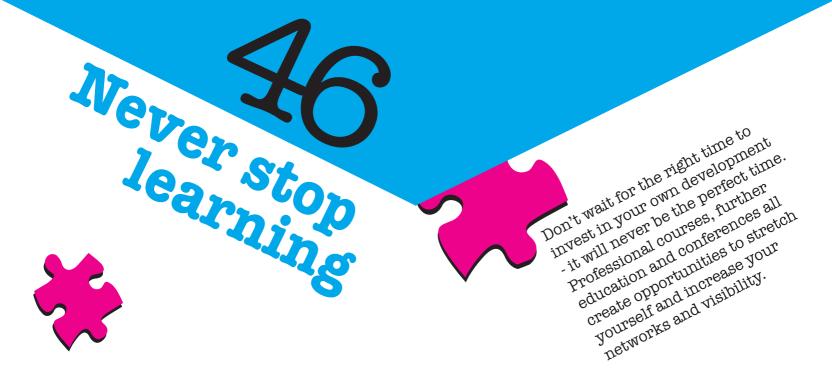
Showcase vourself on **H**nkedIn

LinkedIn provides a snapshot of your experience and capabilities. Spend a few minutes on LinkedIn each day making new connections, adding to conversational posts and keeping your profile up to date.



Your career will be greatly enhanced if your life as a whole is in balance.

- Practise relaxation, yoga or meditation
- Eat healthy food and minimise caffeine
- Get 6-8 hours sleep
- Exercise regularly go for a walk at lunch time
- Schedule 'me-time'



Build a



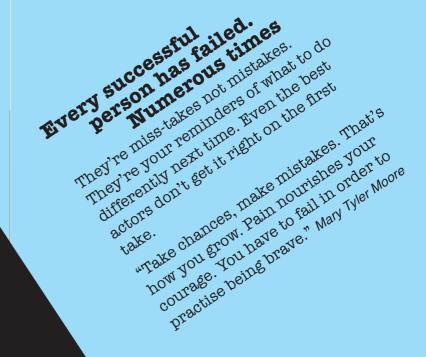
Walk away from the judgmental, the disloyal and the narcissistic. Nurture relationships built on mutual support and loyalty. Surround yourself with people who will build your confidence, cheer you on and challenge you to grow. They will be the ones who catch you when you fall and buffer you from life's stresses and strains.

Welcome change

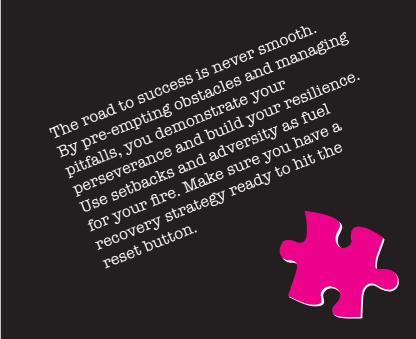
Most people are averse to change, preferring to stay in their comfort zone. Innovative leaders ask 'Why not?' and 'What can be done differently?' Welcome the opportunities that await you as you embark on your next stage.

"You must be the change you wish to see in the world" *Mahatma Ghandi*









Exit stage left



Don't burn your bridges. When leaving a position, do so with professional grace, leaving with your network and reputation intact. Transition all your projects, letting your clients and stakeholders know about the switch. Be appreciative of the opportunity your employer gave you and thank your colleagues and managers. Send the

52

Remember it's a responsibility for anyone who breaks through the glass ceiling to send the elevator back down and give others a helpful lift.



About the Authors

JENNIFER MORRIS

Jennifer Morris is the CEO of the Orijen Group. A passionate advocate of diversity and inclusion, her personal mission is to empower women and help them navigate the pathway to leadership.

Under her stewardship, Orijen's women's leadership programs have received national acclaim, winning the 2008 Equal Opportunity for Women award for the "most outstanding initiative and result for women in the workplace".

Jennifer is a past president of the NSW Equal Opportunity Practitioners' Association and admits to a vested interest in building inclusive workplaces - she has three daughters, two stepdaughters, three granddaughters, a female dog and a grandson.



GLENDA MAY

Glenda May is a psychologist. corporate trainer and career coach, skilled in the art of helping people to realise their potential, showing them how to achieve their goals, in work and in life. Her many clients are inspired by her subject knowledge, her sense of humour and her down-to-earth approach to life and learning. She is passionate about all things French, health and fitness, and making the most of every moment, including writing a book on "52 Ways to Get More Time in Your Life". She also has a personal goal of reading 52 books every year.



Glass ceiling or sticky floor?

Do you feel that you've gone as far as you can with your current employer? Do you feel stuck? Are you working longer hours with little return? If so, you've hit the "glass ceiling" - the point where you can clearly see the next level of promotion, yet despite your best efforts, an invisible barrier seems to stop you from advancing.

As women, we need to understand these barriers: not only those imposed on us, **the glass ceiling**, but also our own personal and often unconscious resistance to playing the game, **the sticky floor**.

This book provides tips and tools to help you get off the sticky floor and break through the glass ceiling – to get you out of your comfort zone, take a risk and be the best you possibly can be.

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