

Natasha

Natasha is the assistant operating chief at her facility. She is extremely well-educated and excellent at her job. She has been recognized for her early successes.

Many of Natasha's peers in the department are male. Some of them, while outwardly polite, give off a vibe of disrespect for Natasha. They jibe that she is in her position because of the company's diversity initiatives. In meetings, they are quick to interrupt her or talk over her as she shares thoughts or ideas. Worse, sometimes they seem to dismiss her ideas but then later accept them when someone else says them. And she feels she has to be constantly on guard, because if she or her team makes a mistake, it seems like the consequences are exaggerated and blame lands her way. She is even afraid to miss meetings for fear she will be discussed negatively behind her back.

When she speaks to her male peers individually, she gets the feeling they are not listening but merely humoring her. They seem to be uncomfortable in her presence: They avoid eye contact and look at their phones a lot. When they are in groups, they often brag about their weekend social activities or tell jokes about women they have dated, but then are quick to remind her they are "just kidding." They give Natasha the impression that failing to laugh along makes her appear stuck up or lacking in a sense of humor.

Natasha likes her career but wonders if it would be easier for her to be successful on a path where more women traditionally succeed, such as Human Resources or Activities.



Bad Habits

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Assumptions

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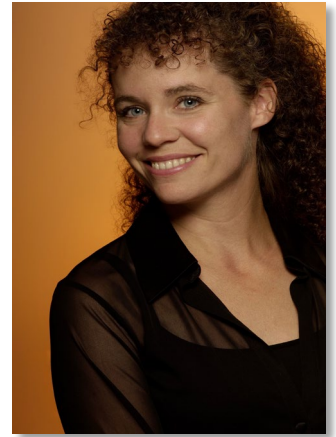


Mayra

Mayra is someone everyone likes. She runs the sales office by herself. People often forget she is out there, things run so smoothly. She is in charge of all operations: sales, accounts receivable, bill-paying, and distribution. She opens and closes every day, wearing multiple hats to ensure everything goes well. People look to her like a mother-figure, someone who takes care of their needs with a smile.

Of late, sales performance has been lackluster. Further, Mayra doesn't feel like she has the time to explore why – she's so busy running things she has no time for new projects. When asked to provide feedback about the facility's sales decline, she made excuses about operational details getting in the way. Besides, she has cut office expenses proportionally so she doesn't understand why it is a problem. Overall, she tends to get a little defensive when people question her about the number of empty residencies because she is so invested in how well it runs and puts in so much time to get everything done.

When the manager reviewed the apartment sales last month, he found Mayra in the back office cleaning the coffee room. She commented that the facilities staff always make a huge mess and leave their lunch trash all over the place, which she finds frustrating. She feels she has to keep the office clean in case a customer were to drop in for a visit. She is proud that she can show her commitment in little ways like this.



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