WomenLEAD

2020 Program Report Summary

Prepared for The MITRE Corporation

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Focus

Orange Grove Consulting specializes in research-based leadership development and bias-removal. Our end goal is to create more innovative and productive workplaces.

Products & Services

We train high potential women, men, managers and the leaders around them to recognize barriers to diverse talent's leadership development and remove or neutralize them by training new skills. We also provide a scaffold for the organization to apply our techniques more widely for systemic change.

The Report At a Glance

WomenLEAD Summary Report, 2020

For the third consecutive year, MITRE has invested in an impactful leadership program for its women employees, as a means for increasing retention, engagement and innovation across the organization.

MITRE leadership set a goal to deliver a women's leadership program that would:
- Increase the level of engagement and leadership skills of high-potential employees
- Galvanize emerging leaders to advance their careers within MITRE
- Create advocates who can spread important learning to peers and subordinates
- Motivate high-potential employees to move to the next level in the organization

As a result, MITRE embarked on implementing a leadership training program for women through the middle of their career called WomenLEAD, co-developed and facilitated by Orange Grove Consulting (OGC). The 6-month program began in 2018 and has been successfully run for the third year in 2020 across three cohort levels: Emerging, First-Line and Mid-level women leaders.

The third program year ran from January 2020- June 2020. In March 2020, the in-person cohorts were moved online due to the COVID outbreak. This report outlines the outcomes for 136 women leaders in 9 cohorts across three locations as seen in Table 1. The program design details can be found in Appendix A.

Ashley Kelleher ran the program for MITRE. Her vision and attention to detail added significant value. She started by creating a café feel for the first session in both McLean and Bedford which helped participants feel like they were part of something special. She followed up with participants, checked in with OGC regularly and brought focus and attention to the program.
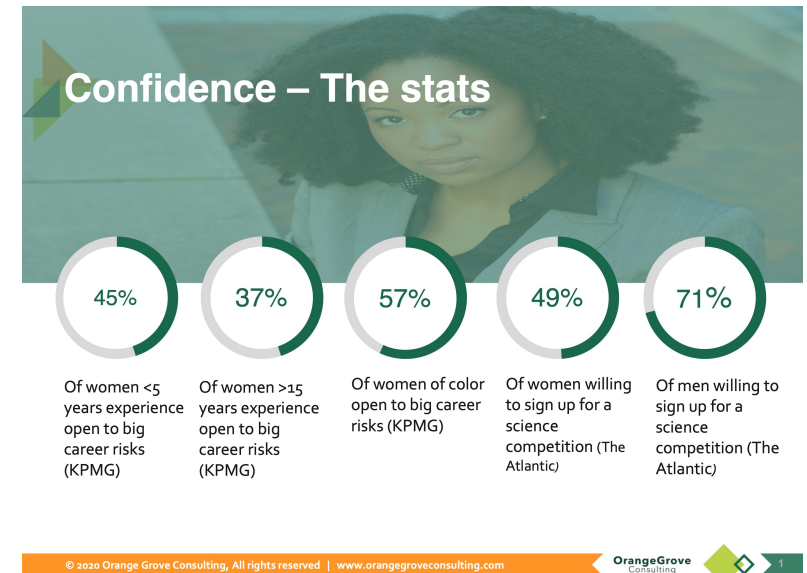
Table 1. Cohorts and Facilitators by Location

LOCATION	COHORTS PER LEVEL	OGC FACILITATOR
BEDFORD, MA	(1) Emerging (1) First Line	Roshan Shah
MCLEAN, VA	(1) Emerging (2) First Line (1) Mid-Level	Ashana Crichton
VIRTUAL	(1) Emerging (1) First-Line (1) Mid-Level	Ank Stuyfzand
Total Cohorts	(9)	

MID-LEVEL LEADERS
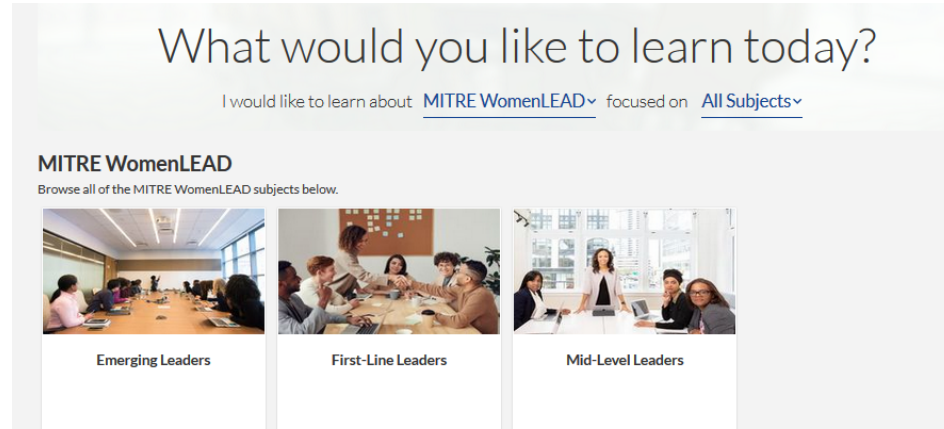
Curriculum Enhancements for 2020

OGC changes curricula regularly as part of our work with MITRE and in response to feedback. In addition, for 2020, we made several clear changes to upgrade the content and make the program content more easily accessible. Specifically, we:

1. **Added research for each session**. A participant from 2019 requested to understand the underlying research more clearly. We added an underlying research slide explaining the research in more depth for each session. A sample slide is show here.

2. **Incorporate intersectionality**. We updated the content incorporating more intersectionality research and discussion of multiple identity dimensions. We also updated our educational materials to be more diversity rich .

3. **Updated video content for relevancy, currency and diversity**. We added videos, removed older content and reviewed all video content to ensure the videos were of relevance and current. Out of 199 videos, we added 59 new videos including external content and removed 46 some of which were due to a change in the Skillsoft portal and some due to outdated content.

4. **Updated the online experience with Percipio**. We worked extensively with Skillsoft to update the videos and leverage their new video tool Percipio. Using Percipio, we were able to add external videos and we also included intersession journal questions plus the intersession handouts for reference. The slide following this one shows screen shots of the new WomenLEAD Percipio experience.

5. **Updated the Look/Feel of the slides**. We modernized the decks to refresh the look and feel of the slides.

6. **Leveraged COVID to add an alumni event.** We converted the travel budget to create an alumni event incorporating all three years of graduates.

Confidence – The stats

| 45%	37%	57%	49%	71%
Of women <5 years experience open to big career risks (KPMG)	Of women >15 years experience open to big career risks (KPMG)	Of women of color open to big career risks (KPMG)	Of women willing to sign up for a science competition (The Atlantic)	Of men willing to sign up for a science competition (The Atlantic)

OrangeGrove Consulting

WomenLEAD Percipio Custom Channels Updated for 2020
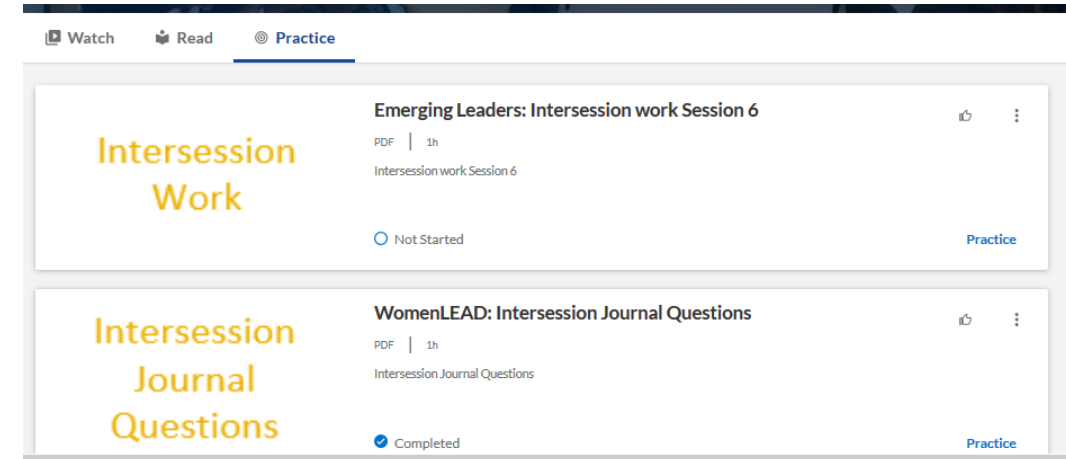
Percipio Logon Screen

Percipio Sample Video Screen (2)
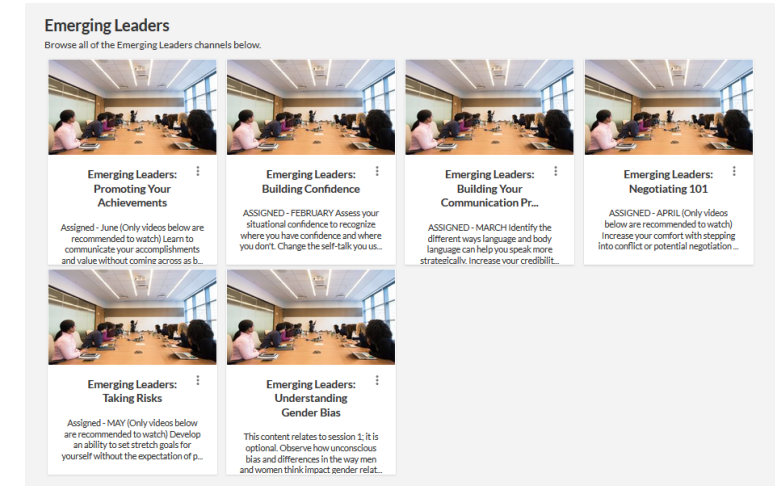
Percipio Sample Video Screen (1)

Percipio Sample Intersession Work Handouts

Summary of Outcomes

WomenLEAD participants continue to talk about their experience in empowering terms. The quotes below are a snapshot of feedback from the survey.

"The time spent getting to talk to other first-line leading woman in MITRE was worthwhile in hearing their experiences and expanding my network. I would recommend this opportunity to others without a doubt."

"I was impressed with the progress of the course content and appreciated that the lessons weren't only relevant to specific scenarios but rather could be applied to all aspects of anyone's life."

"I didn't realize how personal and thought provoking it would be. It put into perspective how many women share the same thought process."

"The things I learned from myself due to the self reflection encouraged by this course helped me grow more than I expected."

"It was wonderful meeting so many talented women colleagues & having insightful discussions with them."

"The host was excellent at inspiring thought-provoking discussions and the materials were excellent!"

Program Met or Exceeded My Expectations

EMERGING	FIRST LINE	MID-LEVEL	OVERALL
93%	95%	100%	89%
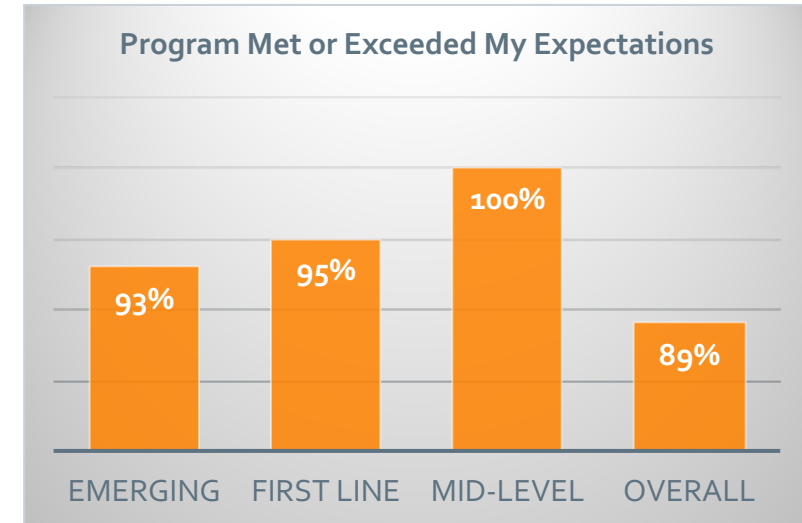
"Time well spent. It seemed like each session, I had an issue or experience that perfectly aligned with the topic at hand. Many were very timely and helped me navigate the situation at hand. Being able to put these techniques to use hopefully helped solidify the lessons."

Survey Participants

We conduct a pre- and post- survey to compare growth over the course of the program. The post-survey also gathers feedback on the program overall. Out of 136 participants, the response rate for the pre-survey was 62.5% and 44.8% for the post survey. The chart below lists the respondents by cohort level. To measure program growth, the responses were matched by email to ensure accuracy of results for the pre-post comparison.33 respondents could be matched to both pre and post surveys for comparisons, 24% of the total participants and 54% of respondents.

Table 3. Survey Respondents by Level

Cohort Level	Pre	Post
Emerging	24	22
First Line	47	11
Mid-Level	14	28

MITRE Satisfaction

WomenLEAD participants continue to love working at MITRE.

"I think MITRE does a better job at incorporating inclusion and diversity of thoughts and people into their work than most other high tech companies. They hire people with all kinds of background to bolster their range of knowledge and expertise. The work/life balance CANNOT be beat. If you don't like what you're doing or you feel stifled, you can always move to another part of the company to find the right group of folks who will support and encourage you. They pay for their women staff to take courses like WomenLead, the Boston Chamber of Commerce Women's Leadership program, and the Women in Systems Engineering program."

"Coming from a science and engineering background, and having worked DoD projects for the last dozen years at another organization it is refreshing to see more women in leadership and senior positions at MITRE as compared to other/prior organizations. I also appreciate the network and support within the organization"

"I work in a department with a female DH and Co-DH. I have had two female group leads. My office mates are 2 females. I work on one team that is 3 other women.   There are a lot of talented, hard-working, and all around amazing women in my circle at MITRE."

"MITRE really values professional development, and encourages employees to go after their interests and even to pursue new types of work."

Would recommend MITRE to other women
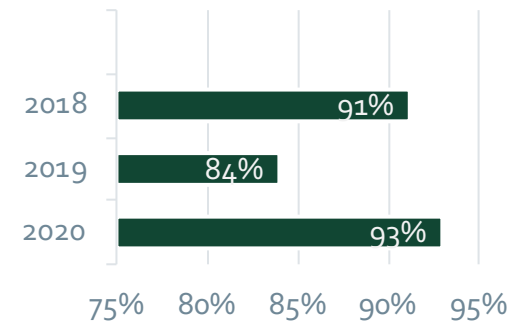
"I am honored to be a part of the MITRE team and I am humbled by the quality and caliber of my teammates at MITRE. I would unhesitatingly recommend MITRE as an employer to smart, well-educated women who want to make a difference in the world."

"I believe MITRE is a great place for women to work in technical fields and are encouraged and supported with technical careers."

Session Facilitators

OGC changed facilitators this year to provide more women of color as role models. The ratings are described below and are higher than in previous years – despite the COVID switch mid-program. OGC has extensive experience teaching online and several cohorts were already being taught online. Therefore, the transition, while not ideal, was not a large disruption to the program or delivery.

Table 4. Ratings by Facilitator

Location	Who	2020 Rating
Virtual	Ank Stuyfzand	4.6
Bedford	Roshan Shah	5.0
McClean	Ashana Crichton	4.8
Overall		4.77

4.77

Overall Rating

"I was very impressed with OGC and Ank. The materials were very professional, and Ank was fantastic at moderating our conversations."

"Roshan did a great job with the sessions. I felt very comfortable, heard, and valued by her. I appreciate all her hard work over the program! She made facilitating look easy and it isn't!!"

"Ashana was a very engaging facilitator. Well done!"

"Jodi and Ashana were great. Good energy, very welcoming, very encouraging."

"Virtual sessions can be difficult. Ank handled it well and did a good job keeping everyone involved. I really like the use of the Zoom breakout rooms. When it is just you and one other person, you essentially have to talk."

"First off, Ashana was wonderful. She created an environment that felt comfortable, informative, and always encouraging. That experience extended itself to the accountability partner experience. The program was well structured, on-topic, and helpful. My experience has allowed me to reframe challenges, adjust my perception of being uncomfortable, and look at risk taking in a new light."

The Move Online Due to COVID (excludes Virtual responses)

86%
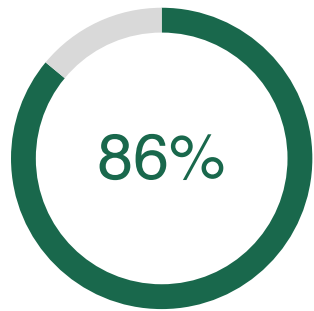
Effectiveness of
Move Online

The move online was clearly not ideal. However, OGC has extensive experience teaching online and several cohorts were already being taught online. Therefore, the transition, was not a large disruption to the program or delivery. 86% felt that the move online was effective. The comments indicate that the transition was a disruption, not due to the facilitation, but due to the lack of in person connection and increased distraction - factors associated with the online learning. To counter this, we added an alumni session after graduation.

"We quickly moved to a remote environment with the pandemic taking affect and the transition was nearly seamless. Well done!"

"I found it hard to engage in the sessions when they were remote. Being in person forced me to put everything else aside. Being virtual allowed me to be distracted."

"I think the transition was handled smoothly and the experience was still incredibly valuable."

"I think it really was a rather smooth transition. I just missed being able to see everyone in person and get to chat and get to know each other better (much harder to do in a virtual setting)."

"I was greatly surprised by how well Zoom was leveraged to create virtual sessions. The breakout rooms were invaluable for small group discussion and the slide presentation worked just as well as in person."

"I definitely felt like we lost something not being able to meet in person. But I think Ashana did a really nice job engaging and making it interactive. (I also learned some tools for how to use Zoom that I integrated into my project work.)"

"I was surprised at how well the online sessions went, but I did miss meeting in person."

Improvement in Leadership Skills

Improvement in leadership was similar to previous years. Of particular interest are two areas: the ability to engage and self advocate went down significantly and the ability to manage time more strategically increased. To us, this seems to be indicative of the COVID situation. The former is much more difficult to do online. This is important because as MITRE starts to move back to work in person, women are especially vulnerable since they stereotypically often have more responsibilities at home (which hopefully as a result of this program they will renegotiate more!). Therefore, they may have increased difficult self advocating. Managing time strategically is a skill which due to COVID, more participants seem to have. This is good news.

Table 5. Improved Outcomes

Improved outcomes	Sample survey question	Percentage improvement of the cohort's skills		
		2020	2019	2018
• Increased self-awareness	• I understand what drives my behaviors	• 55% indicated that they improved by at least one level* after the program.	• 54% indicated that they improved by at least one level after the program.	• 49% of the emerging cohort and 47% of the experienced (first line) cohort indicated that they improved by at least one level after the program.
• Increased self and team-awareness	• I understand my strengths and weaknesses in my job • I understand the strengths and weaknesses of my team	• 55% (Q1) and 58% (Q2) of the cohort respectively improved at least one level after the program	• 60% and 54% of the cohort respectively improved at least one level after the program	• 59% and 70% of the emerging cohort respectively improved at least one level after the program
• Increased sense of impact	• I understand how my career goals intersect with my organization's goals	• 58% improved at least one level after the program	• 58% of the cohort improved at least one level after the program	• 53% of experienced cohort reported at least one level improvement after the program

* Improving by one level describes the statistical comparison whereby participants are compared by name and analyzed to determine if their self-reported ratings improved. One level indicates that they rated themselves higher on the scale. For example, they changed from "moderately proficient" to "very proficient" or "extremely proficient"

Improvement in Leadership Skills

Table 5. Improved Outcomes (continued)

Improved outcomes	Sample survey question	Percentage improvement of the cohort's skills		
		2020	2019	2018
• Increased ability to engage and self-advocate	• I effectively communicate my value and needs to others • I am proactive in sharing my contributions	• 35% and 33% improved at least one level after the program	• 54% of the cohort improved at least one level after the program • Only 38% improved at least one level in being proactive. This area dropped in year 2 and suggests an increase focus is required for year 3.	• 51% and 65% of emerging cohort respectively and a significant portion of the other cohorts improved by at least one level • The average score for emerging and experienced cohorts improved for these questions
• Increased engagement and internal advocacy	• I network strategically to build my career • I have a strong and supportive network • I have the negotiation skills to get what I want and need	• 79% reported they understand what it means to network strategically • 79% reported they have a strong network • 45% reported they improved negotiation skills by at least one level	• 77% reported they network strategically • 73% reported that they have strong network. • 58% of all cohorts improved by at least one level	• The average score improved, especially in the emerging and experienced cohorts
• Improved ability manage time more strategically	• I focus on results vs tasks • I am willing to do some things less perfectly so I can achieve more overall	• 91% say they can integrate work and life effectively • 67% say they are willing to do some things less perfectly to achieve more overall • 88% say they can prioritize their time effectively	• 50% of all cohorts improved by at least one level • More than 64% of all cohorts improved by at least one level	• More than 40% of all cohorts improved by at least one level • The average score for all cohorts improved for these questions

Network Activation and Post-Program Feedback

A key goal of the program is increased networking connections and skill. WomenLEAD continues to provide both.

Table 6. Program Feedback

Question Rating (met or exceeded)	2020	2019
How well did this program meet your expectations?	93%	88%
How well did the preparation content (readings and videos) helped your learning	90%	86%
The sessions were well organized	98%	95%
The content was communicated clearly and effectively	95%	95%
I felt comfortable participating and asking questions	98%	95%
I felt comfortable reaching out to my facilitator for help	89%	90%
The sessions were highly interactive	90%	93%
My accountability partners supported my learning	84%	85%

I made key connections that will increase my ability to accomplish goals
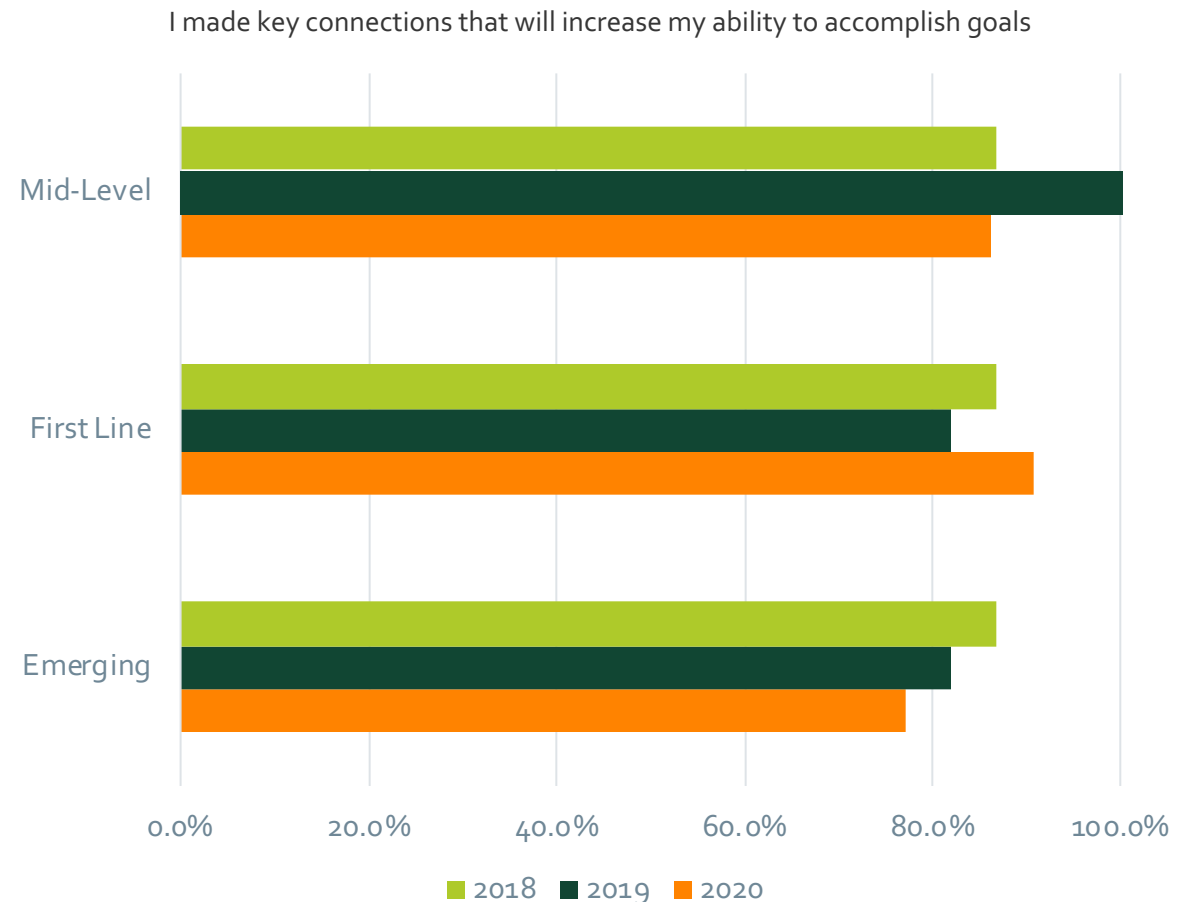
Qualitative Feedback Sample

MITRE's participant post-survey uncovered some illustrative qualitative feedback of how the program improved the Networking, Self Promotion, Negotiation and Risk Taking. Appendix B shows a sample of feedback participants posted on the final session day using the online tool.

Networking & Connection
- It was great to realize that some of my fears and concerns were shared by other women colleagues. It created a sense of belonging and understanding that I really connected with. Having us share our own personal stories was a huge part of that.
- The network/friends I have made through the sessions. I also learned more about myself and my tendencies. I also want to apply and challenge myself more now.

Negotiating
- I improved my capabilities at negotiating and gained valuable networks that I would not have met organically.
- I can (and should!) ask for what I want It's OK to take risks (and even to fail) Develop relationships to get support and support others.

Self Promotion
- I learned that my own assumptions and biases get in my way more than other's assumptions about me. I also realized I've been holding myself back due to fear and that I should be promoting myself as much as my leadership does. Finally, I learned that I need to remind myself regularly that I don't have to know everything and I don't have to do everything perfectly.
- It's important to highlight the value you bring to work, rather than just the tasks you do
- To see my own worth and advocate for my place at work.
- I need advocate for myself and promote my strengths.
- Speaking up quicker, rather than overthinking Being my own advocate Practicing direct speak Understanding and sharing my value
- At a high level, taking on a growth mindset and recognizing we all have the power to negotiate and should be "promoting" ourselves. Being able to better know yourself, your strengths, and how to convey that to others results in clearer and more intentional conversations with managers, teammates, and at meetings. Positive self-thinking and advocacy isn't selfish; it is important to prevent burnout and improve mission impact.

Risk-Taking
- I need to take risks. I don't have to be perfect. I am already good enough. I need to speak up. I need to recognize unconscious biases that I and others may have.
- Strategies for becoming more confident, comfortable taking risks, better at negotiation, and better at self-promotion
- There are many things (distorted thoughts) in our heads that if you don't manage them properly it will sabotage you. They will stay between you and success.
- Believing in myself, lifting up other, taking a risk is worth the reward
- I feel empowered to take my career to the next level.
- WomenLEAD helped me get a better understanding of how to use my strengths to go after what I want. It also opened my eyes to the need to build leadership skills on top of each other. There are small steps that I can take over time which will create big changes along my career path.

Alumni Online Networking Event

The inaugural networking event was held after the June graduation. We had over **120 people register with over 80 attend** (people came for various times based on their schedules). With both the WomenLEAD 2020 and alumni survey live, we chose not to send out a post-event survey. However, we received a lot of positive energy and feedback about the event. One person even logged on afterwards while we were debriefing to see if people were still there! The event started with a fun quiz show (see Appendix C for a sample of the quiz questions). OGC facilitated a panel with four alumni from each of the three years and cohorts: Debbie Duran-Herrmann, Kendra Marshall Kallie Rossi and Kina Willingham. The second hour included peer-facilitated networking in breakout rooms with structured questions and peer roles. Ashley mixed the groups so that participants could meet and engage with new women. There was a lot of discussion on empowerment and taking risks.

What's a takeaway, something you learned, or something you enjoyedfrom today's event?

Opportunities for Innovation:

Broadening and deepening content. This course, because it focuses on unconscious bias, requires updates annually. We recognize the complexity of intergenerational learning and the mixed level of sensitivity to unconscious biases. To continue to address this as awareness of bias generally increases within and external to MITRE, we will make several changes in the program:

- Incorporate more information about how external biases and how they are embedded systematically

- Clearly differentiate and explain that change requires mindset shifts internally and skillsets to manage external bias

- Expand on the skillsets to manage these external biases, such as building on the Direct Speak skill, coalition building and sponsorship

- Rolling out the supervisory connection bringing supervisors early and often.

- Continue to deepen and expand intersectionality
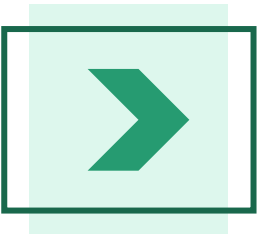
Mid Level Program Expansion. After the second session, the Mid-Level leaders were asking for more proactive content that enabled them to help make change more widely across MITRE. During the third session, they began working together to make change beyond WomenLEAD. We had already adapted the content for session 4 to enable this and this content was well received. However, it's clear that the Mid-Level leaders continue to feel that the content is both a lower level than they would prefer and that some of their peer cohort members are too junior. One commented that the facilitator was too junior (McLean). A recent meeting with the Women's Council also focused on this.

Last year, we recommended more participation from supervisors. We were unable to implement that change due to COVID and are planning on making the change across cohorts in 2021. However, this can be expanded for the Mid-Level cohort. We recommend that the Mid-Level program is redesigned prior to kickoff. Some ideas are to create more of a sponsorship program where Mid-Level leaders have some content interspersed (such as the reframing tool, shifting from tactical to strategic thinking and increasing business acumen. The main objective of the program though would be a special capstone or community project where they could create impact (such as a project that a senior leader just can't get to) and visibility. Project coaches and sponsors could be identified and would commit to working with the participants across the six-months, including providing feedback and coaching. There is significant opportunity hear to help MITRE support Mid-Level leaders, give them visibility, and a forum to help make change across MITRE.

We recommend that we co-design this aspect of the program with MITRE, perhaps with the Women's Council.

Opportunities for Innovation

Inclusion at MITRE. There continues to be feedback that there is insufficient training and awareness-building for supervisors and leaders. During the program, a MITRE-wide meeting was held. Many women expressed frustration that the leaders were all white men. There were also comments asking why men are not given similar training. To that end, we suggest some of the following:

- Work on increasing visibility of the program. We recommended this last year and inclusion of supervisors and senior leaders would be helpful. This was not implemented due to COVID.

- Create a parallel program with supervisor involvement to provide them inclusion skills that complement what women are learning.

- Work with Stephanie Turner to ensure that WomenLEAD complements other initiatives. Show this connection in the WomenLEAD kickoff.

- There is also an opportunity to build some situational analysis into the program where by we conduct mini assessments for the groups in which the women work.

Program Adaptations for 2021

Strengthen accountability partners. While accountability partners continue to be an essential way for participants to engage with each other and ensure that they work on the skills, COVID made this process more difficult. People reported that commitment was reduced and that there was less engagement which affected others. We recommend a more concerted approach to reminders and a way of holding partners accountable between sessions. Note that overall people really enjoyed their partners. Appendix D shows some of the feedback shared.
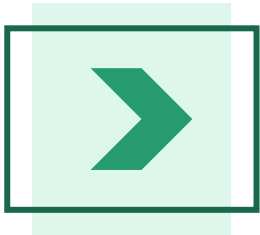
Percipio Difficulties. Initially, participants found Percipio difficult to manage. The changes implemented part way through the program improved this. Continued changes will be made for 2021. Ideas discussed with Skillsoft include enhancing the Practice Tab (which could be used to help with the accountability partners), incorporating expected system improvements, more specializing including adding MITRE videos from executives about the content specifically, encouraging usage of the mobile app and building post-program additional content.

Ready access to handouts and lecture notes. We will work with MITRE to identify an easier way to manage this. Ashley added them to the invites which helped but still many did not access them or wanted access after the session.

Increased Networking Opportunities. There continues to be support for more networking opportunities. Pre-COVID we had planned to turn the final session into a large session similar to the kickoff. This would've gone some way to enable this. We also discussed creating a #Slack channel or Microsoft Teams as a way to increase this opportunity. The virtual networking event also provided an opportunity. This event had not yet taken place at the time of the survey.
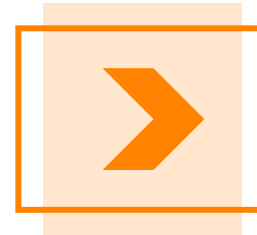
Increased discussion time. Some people felt there was not enough time to talk or do the breakout activity and that at times, there was too much content. Others expressed that the sessions were too short and/or there weren't enough sessions in the series. They wanted more. To accommodate this, we will decrease the content and enable more time for discussions within the sessions.
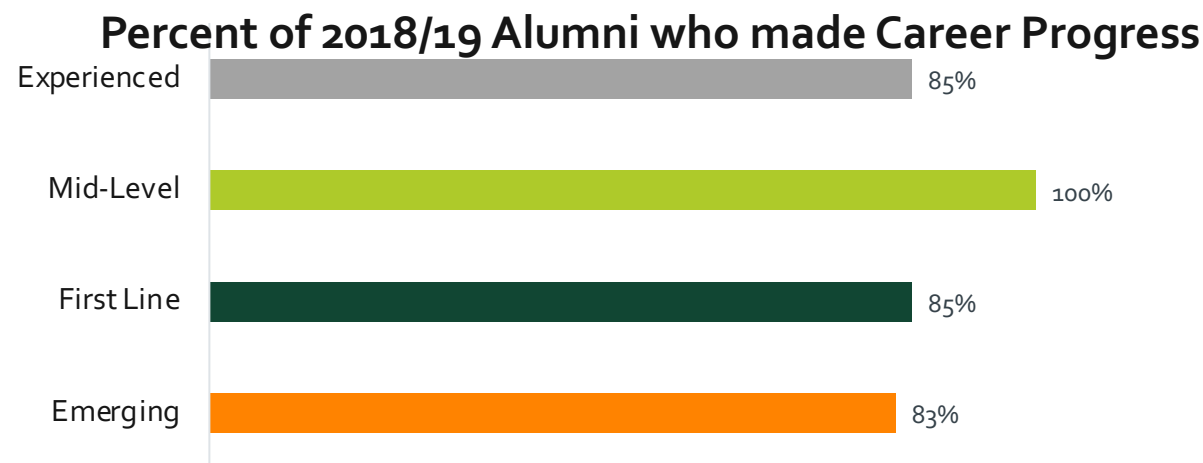
Virtual Videos. We received permission to turn on videos in Zoom around the fifth session. People had already become habituated to connecting without their videos. For 2021, we will start with the expectation that videos are on to increased connection.

Conclusion

With Ashley Kelleher as the lead program coordinator with Betsy Connor supporting, this year's WomenLEAD was very successfully implemented. OGC and MITRE worked very closely to creatively respond to COVID to ensure the program still delivered very high results. This reports illustrates that we succeeded in this. There was increased alignment between and within cohorts such that there were fewer comments that they were in the wrong cohort. There was consistent and regular feedback, with mid-month checkins by facilitators and regular check-ins by Ashley. We refreshed the program content including videos and leveraged the new Percipio platform. Finally, we were able to leverage the budget savings due to COVID and create the inaugural virtual networking session which was highly successful.

WomenLEAD is clearly having a personal and organizational impact. The alumni survey conducted showed a high level of progress for graduates. In addition, we have seen ample evidence that women are raising their voices and impacting MITRE. The increased focus and interest on expanding this program's impact beyond training is emblematic of the program's success.

We continue to value our partnership. It's incredibly rewarding to have such a positive influence on the women at MITRE and see the newly found value they have in themselves. We look forward to 2021 and working together on deepening the work with continued programmatic innovation.

Percent of 2018/19 Alumni who made Career Progress

| Cohort	Percent
Experienced	85%
Mid-Level	100%
First Line	85%
Emerging	83%

Appendix A
Program Design

WomenLEAD is s 6-month program which began in 2018 and has been successfully run for the third year in 2020 across three cohort levels:

- Emerging Women Leaders: Early career, L2 or L3. Women who want to focus on their career development.
- Experienced Women Leaders: L4. Women who are leading people or work program areas, or are recognized experts in their field and want to have greater presence, influence, and impact.
- Mid-level Women Leaders: L5 or L6. Women leaders who are recognized for developing strategies for people, programs or technologies and want to enhance their presence, influence and impact.

WomenLEAD was developed with a flipped-classroom model with five components to reinforce and de

1. **Preparation:** Participants view micro-learning, curated videos and book summaries from the Skillsoft Women in Action program[1] in preparation for the session.

2. **Live Session:** Experienced OGC facilitators use discussion and action-based learning to draw out key insights, questions, and to deepen the learning. Skill practice homework is assigned, challenging participants to incorporate the lessons into their work behaviors.

3. **Peer Coaches**: Accountability partners are assigned at each session to help hold participants accountable for their homework, providing a supportive and safe place for participants to talk through challenges and a place to discuss concepts.

4. **Reflection:** Participants journal their insights and questions related to their homework and the videos.

5. **Application:** Participants actively apply concepts in their daily work and home life to experiment and build their skillsets.
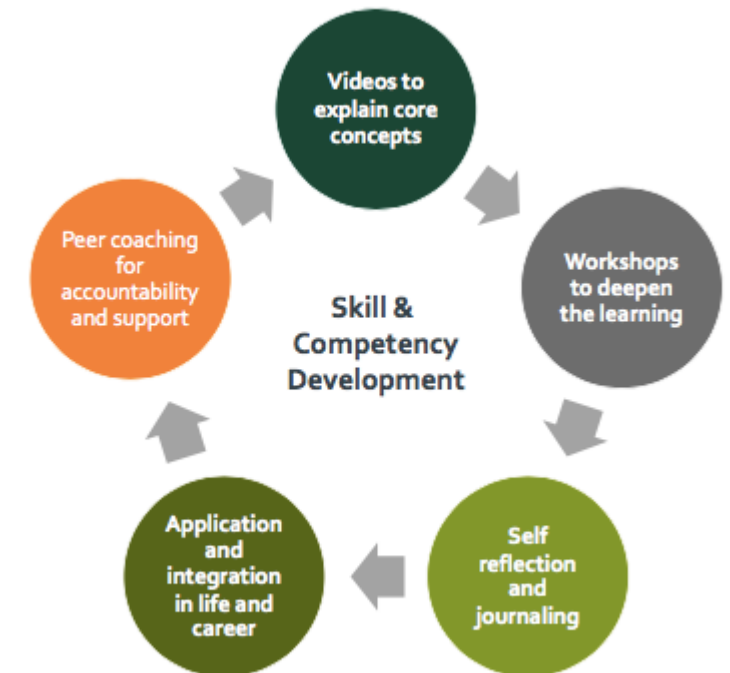
[1] Skillsoft's Women in Action program was originally curated for Skillsoft by Orange Grove Managing Partners Kelly Watson and Jodi Detjen.

Appendix A
Curriculum Topics

The topics covered build on the previous session starting with a focus on personal leadership and self-awareness, developing one's voice and increasing one's impact. The content is adapted for the level of the experience and is flexible. For example, building confidence for the emerging leaders becomes managing the imposter syndrome as women are given significant responsibility. The overall topics remained the same this year; however, changes were made within each topic area to deepen the content.

Table 2. Topics by level and Objective

Objective Focus	MITRE Overall Topics	Emerging Leaders	First Line Women Leaders	Mid-Level Women Leaders
Personal Leadership Effectiveness	Understanding Gender Biases (Jan)	The kickoff sessions attendance is location based (Bedford, McLean) where all Learning Cohorts for that location come together. Virtual cohorts meet with their cohort from the first session.		
	Confidence, Perfection and Resilience (Feb)	Building confidence	Building confidence, managing perfection, developing resilience	Managing the imposter syndrome
Voice	Your Presence (Mar)	Building your communication prowess	Leveraging your communication prowess	Aligning your executive presence and communications style with you
	Your Influence (Apr)	Negotiating 101	Negotiating for collaboration and influence	Influencing Gender Equality at MITRE
Impact	Taking Risks (May)	Taking Risks	Taking that big career risk	Thinking strategically
	Owning your career and Integrating program lessons (Jun)	Promoting your achievements	Growing your value	Sharing your value

Appendix B
Sample Lessons Learned from Final Session

KEY LEARNINGS & GROWTH:

Personal leadership effectiveness

I don't have to be perfect.

I can ask for help/support/what I need

Make decisions myself rather than turning to the team first

It's okay to lead from the background

Go with your gut

It's good enough!

Present yourself with gravitas

I can think strategically and about my impact and value to the TEAM

Build confidence through small victories

If you practice these principles, it will get easier and I'll get better at it

Be positive! dont put myself down. I need to build myself up

Increasing your voice

It's ok to say no

Don't apologize for having something to say

If I don't speak up, it may hurt my team

Acknowedging to yourself what you have to offer

My perspective matters

I don't need to qualify my direction to the team (or my opinions!)

Trust my gut/instinct!

IWhat I have to say is important, my perspective has value

I can state my thoughts as facts and not questions because I have value

Sometimes your fresh set of eyes is

Increasing your impact

Through listening

Take additional time to prepare

The importance of taking risks (less scary than it may seem!)

Advocate for myself as well as for my team members

Newcomers to the team (myself or others) provide real value/new perspectives

Dealing in solutions, not problems

Thrive in the unexpected

State your wants and needs

there's comfort and courage - you can't do both - Take Risks!!

Be clear about my contributions (and my team's)

take small risks to get started

KEY LEARNINGS & GROWTH:

Personal leadership effectiveness

Coming more prepared to meetings

Stop spiraling!

Posture and non-verbal cues are incredibly important!

Stop downplaying your achievements

Knowing your stuff & talking confidently

continue positive self talk!

you are worth getting promoted

get real results

Asking more questions to the customer & MITRE team

Dont be afraid to speak up if you have a good idea

Speaking up by contributing to the conversation and asking more questions

Be direct and don't be afraid to ask

Be the person that others see you are

Promote yourself as you would your best friend

be comfortable being uncomfortable - the more you speak up and share your ideas, the more comfortable you will become

Increasing your impact

Initiate new idea

Truly understand your role and what you want your impact to be, and make sure that is known to others

Stepping up and not being shy to demonstrate worth even in uncomfortable situations like not feeling knowledgable

Stepping up as a leader if the chance comes up

closed mouths don't get fed, ask for what you want or you'll never get it

Identify what avoidance looks like you have value, you were put into your role for a reason, step into that position with confidence

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KEY LEARNINGS & GROWTH:

Personal leadership effectiveness

convey to management impact and value -regularly

Share ownership

Better understanding and utilizing the art of negotiations with team and leadership.

Empowering the team through delegation and strategic questions and feedback.

Be prepared

take risk, extend beyond comfort zone

Consider impact vs effort when balancing commitments and developing your brand

Give each member an opportunity for their voice to be heard.

Increasing your voice

Speak up when you need help and advocate for yourself

being aware of uptalk and minimizint it

Be my 1st advocate. Self promotion must first come from me.

Self advocating

Taking ownership for the good

Do not avoid difficult conversations

Listen inward

I have a right to be here!

Be willing to have the "tough conversations".

Negotiate for what you need

Encourage and create an environment that

Increasing your impact

don't be afraid to self-promote, but do it subtly!

reframing situations i am less comfortable with into ones where i can help

thinkin outside the box and influencing other's to do the same

Aligning efforts to organization's goals and objectives.

Lean in

know your worth
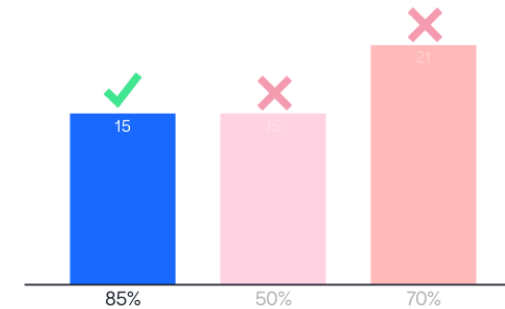
Everyone benefits from my contributions

Appendix C
Sample "Quiz" Questions, Alumni Networking Event

Go to www.menti.com and use the code 37 27 31

Where are you going on vacation this summer?

What % of WomenLEAD graduates have made career progress (promotion, asked for a promotion, lateral move)?

Which WomenLEAD concept have you used the most?

1st	Taking a Risk outside your comfort zone
2nd	Direct Speak/Assertive Communications
3rd	Reframing
4th	Self Promotion

What was the favorite thing you said in your letter to yourself?

Appendix D
Sample Accountability Feedback from Final Session