

RMR Women in Leadership



RMR Women in Leadership Program



Bad Habits Survey

Facing up to these habits can feel challenging. The more honest you are about them, the more you can work with the root cause and create new habits. If this doesn't apply to you, think of a woman on your team.

On a scale of 1 (not at all) to 5 (oh yeah, that's me), how much are these bad habits part of your life?	Rating
<p>1. Do it all</p> <p>Many women think they need to take it all on at the same time. The more they have on their plate, the more valuable and effective they feel they are.</p>	
<p>2. Say "yes" too often</p> <p>Many women say "yes" to everything to show commitment. Often they think saying "no" will offend someone or will make them seem selfish. This is especially true if the person asking pleads for the help.</p>	
<p>3. Take on the "office housework"</p> <p>Women may take notes in meetings, file expense reports, help with formatting PowerPoints, organize the holiday party, and even tidy the kitchen. Often the justification is "she's better at those things."</p>	
<p>4. Do it myself</p> <p>Women often prefer self-reliance. They think if they do it themselves and stay in control, it will be done faster and they can control the quality. They feel they can't afford to pay for extra help, nor are they entitled to support.</p>	
<p>5. Over-engineer</p> <p>Women often feel they need to knock every project out of the park, show all of their work on a project, and that a task isn't worth recognition if it isn't complicated. They also tend to think they have to analyze every possible scenario to protect themselves from criticism or holes in the argument.</p>	
<p>6. Overcompensate for shortcomings or mistakes</p> <p>Many women feel so bad when they make a mistake they get defensive or feel they need to do everything else even better to make up for whenever they are less than perfect.</p>	
<p>7. Aim to do everything perfectly</p> <p>Many women think anything less than 100% is not good enough. They stay late to check every box and obsess about not letting even the smallest typo get through. This applies to their appearance as well.</p>	



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<p>8. Play the blame game</p> <p>Many women don't feel comfortable failing so they use blame as a defense mechanism to deflect attention from their own imperfection.</p>	
<p>9. Let others be the judge</p> <p>Women tend to be extremely sensitive to the approval and criticism of others.</p>	
<p>10. Catastrophize</p> <p>Sometimes women panic when they make a mistake and assume larger consequences than are real. Arguments can seem relationship-ending or a bad performance review means they need to quit. The current situation can often seem permanent and un-moveable.</p>	
<p>11. Stay in my comfort zone</p> <p>Women tend to perfect the known before feeling comfortable pressing into the unknown. Or they only step up when they feel they are 100% ready so they can predict success. There is often a nagging doubt that they are really truly ready to move to the next step.</p>	
<p>12. Wait for recognition</p> <p>Many women feel if they just keep their heads down and do the work, the results will speak for themselves. Self-promotion can seem like bragging.</p>	
<p>13. Keeping the peace</p> <p>Many women don't like conflict. When they are interrupted, maligned, ignored, or outright harassed, they often avoid raising the issue and the problem persists. They want to avoid appearing "feminist" or "troublemaker", often at the expense of their own needs.</p>	
<p>14. Avoid negotiation</p> <p>Women often take the first offer out of fear they will otherwise blow the deal. They fear asking for more money is a huge risk – it might uncover some previously unknown negative feedback and/or even get them fired. This can apply to women who have been given some kind of accommodation or flexible work arrangement – they feel they can't ask for anything else because the company is doing so much already.</p>	



Exercise: Jane

Jane works at a large engineering firm. She is a middle manager with considerable knowledge due to her long tenure with the company. She has honed strong analytical skills. Jane's work is a keystone to other work. It regularly forms the basis for a new project or idea. As a result, she has gained veto power and therefore can be found at the center of conflict as she seeks control of the outcome.

She manages a team of people but they are mostly administrative. Because she considers their skills lower than what's required, she will take over work done by her co-workers or her staff in order to ensure it looks 100%. As a result, she is not well liked by some of the women in her group, although the men seem happy to let her take lower-end, detail work off their plate.

She is sometimes a difficult boss. Because of her desire to control, she struggles to delegate and promote. When her team comes to her because they have too much to do, she solves the problem by adding more staff or doing it herself. The result is a large team of low-level "worker bees."

Jane often makes tasks more complex than is required and tends to put more time in than is necessary. When her work shifts to another department's responsibility, it is often simplified removing aspects deemed unnecessary.



Bad Habits

Assumptions

Reframes



Reframing My Limiting Assumptions

What assumptions most impact your career?

How might you reframe your assumptions?

Intersession Homework

What activities can you take to implement change?

What resistance can you expect and how might you overcome it?



Reinforcing My Reframe: Action Planning

My Reframe:		
What tests can I do? How can I gradually move beyond the assumption? When can I practice? In which situations?	How can I measure success?	Target date or check-in
1.		
2.		
3.		
4.		
5.		
6.		

My Reframe:		
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