

# The RMR Group - Accelerated Women in Leadership Program

## Session 2: Quantifying Your Value: Self Promotion

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THE  
RMR  
GROUP

# Your Facilitator



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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.



# Agenda

- 1 Check-in
- 2 The Importance of Self-Promotion
- 3 The Art of Self Promotion
- 4 Bringing it all Together – Celebration!



# The Program Power Skills

## Develop Leadership Effectiveness

01



Understanding Gender Biases



02



Quantify Your Value | Self Promotion



## Increase Your Voice

03



Negotiation & Direct Speak



04



Executive Presence



## Increase Your Impact

05



Integrate Work & Life



06



Strategic Shift towards Leadership



# Learning Online – Some Guidelines

## Overall

- Please turn your video on
- Please mute your mic unless you are speaking
- To comment or ask questions at any time:
  - Raise your hand, or
  - Just speak up

## Breakout Rooms

- At certain times, you will be invited to join a breakout room for group discussion
- Please keep your videos on and unmute yourself
- I will give a sixty second warning before returning you back to the main session
- Audience members can click *leave breakout room* at anytime to rejoin the main session
- You can message me if you'd like me to join your breakout room for any questions



# What happened since our last session?

## ACTIVITY

- What behavior did you change?
- What did you do well?
- What was challenging?
- Where was the pushback?
- What did you learn?
- What are the next steps?

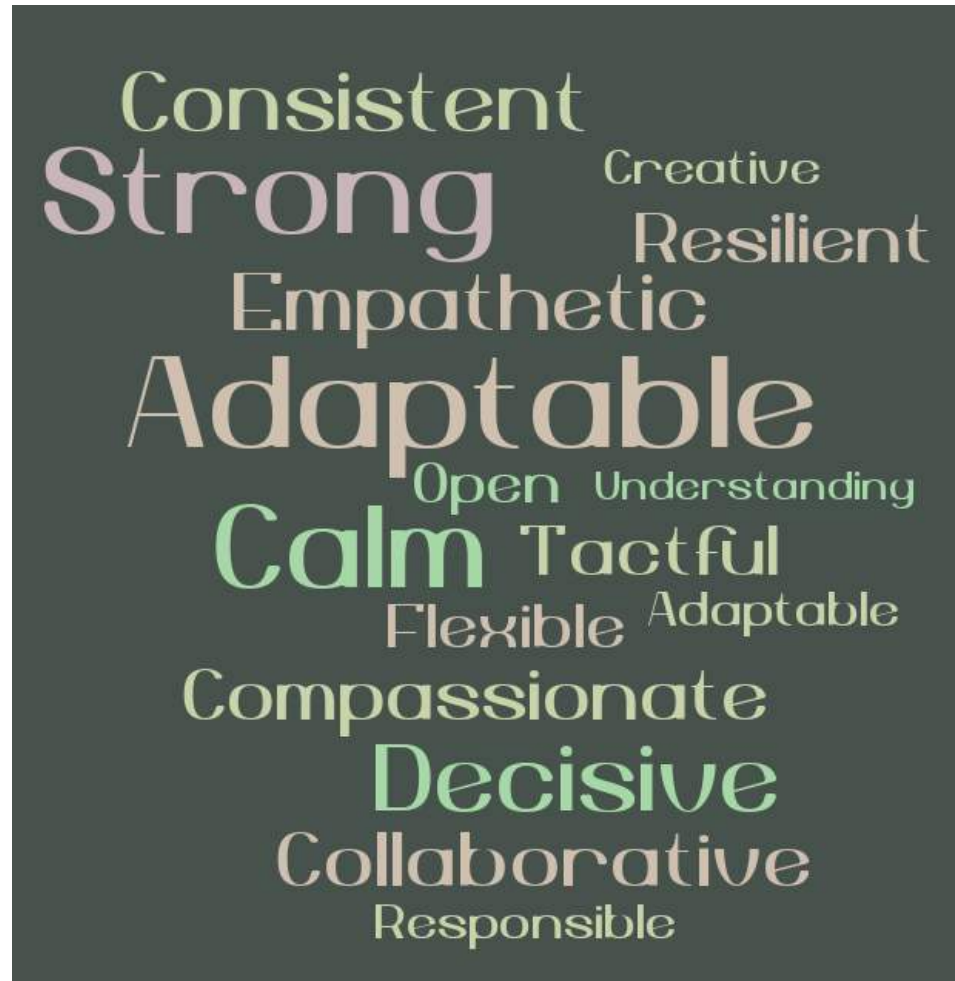


# Vision of Leadership in Challenging Times



*Jacinda Ardern  
Prime Minister of  
New Zealand*

*"New Zealand's prime minister may be  
the most effective leader on the planet"  
"Atlantic " (April 19, 2020)*



# Watch out: The Glass Cliff for Women

- Women are sought out for leadership in crisis
- Female leadership more likely to be preceded by a period of poor performance
- 38 % of female CEOs have been forced out in the last 10 years, vs. 27% of male CEOs

## How to mitigate:

- Acknowledge the situation – it's bigger than me
- Share this knowledge and garner support from the organization
- Support other women who have stepped up
- Promote more women All the TIME





# Magical Mindset

## Positive Self Concept

Relationship between an individual's core evaluations of the self and the ability to cope with difficult or stressful situation

## Risk Tolerance

Includes openness to experience, tolerance for ambiguity, and risk aversion

## Low Resistance to Change

Willing and able to initiate and respond positively to a dynamic environment

Oreg, Shaul. "Resistance to Change: Developing an Individual Differences Measure." Journal of Applied Psychology 88.4 (2003):



# The Art of Self-Promotion: The Model

## Remove Unconscious Bias

It's okay to make  
money!

## Know Your Value

This is how I contribute  
and how I can help

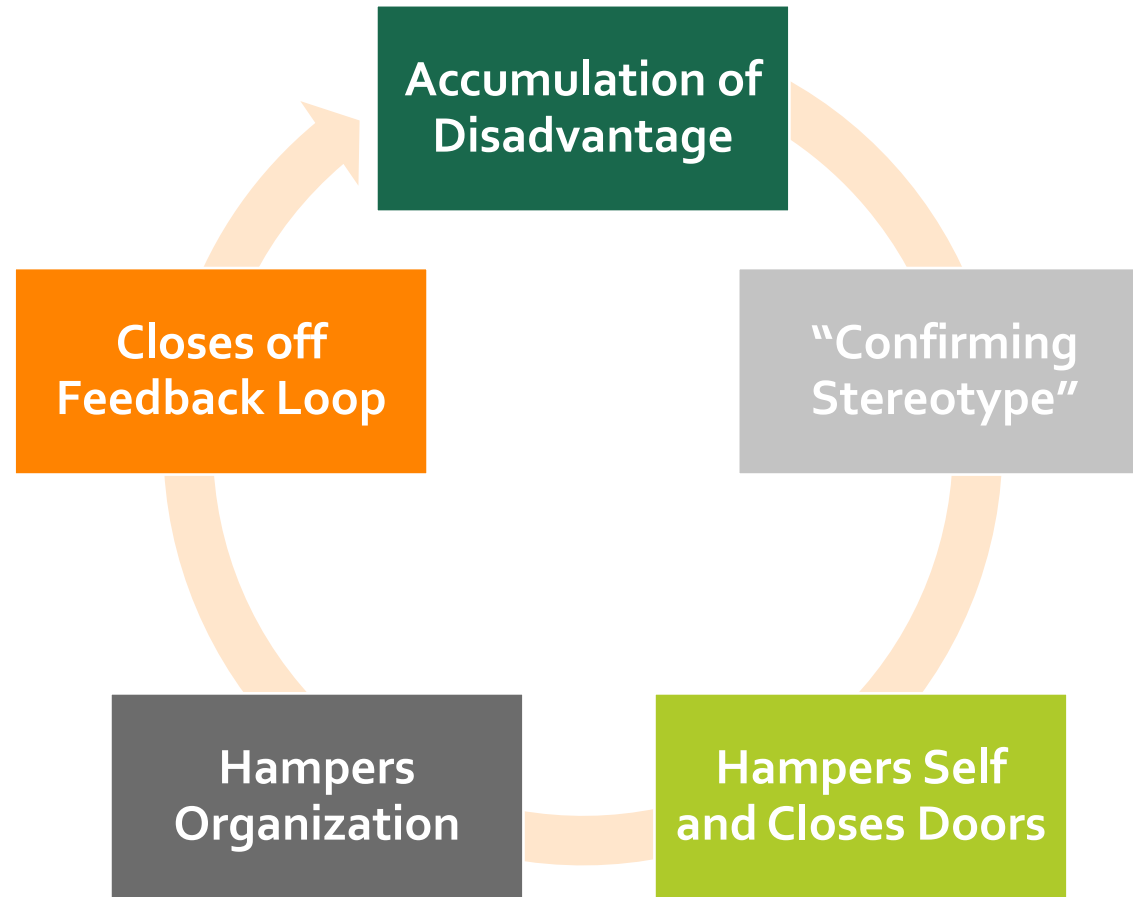
## Promote Your Value

Small steps instead of  
large negotiations



# Why Self-Promote?

**Reinforced,  
Negative Loop**



# Two Perspectives

## “Cost Center”

Not Critical



Nice to Have



Distraction/Reactive



Increase Costs



## Strategic Partner

Invaluable

Glue for the Organization

Planful & Opportunistic

Drive Revenue & Profit

What do you want to be?



# The Art of Self-Promotion

## Remove Unconscious Bias

Adding value AND  
being rewarded fairly

## Know Your Value

This is how I contribute  
and how I can help

## Promote Your Value

Often, in small steps  
instead of large  
negotiations



# Unconscious Biases Stand in Our Way



## Men

- Entitled to reap the rewards of hard work
- Get away with a little bragging
- Business comes from me asking for it



## Women

- Should be grateful for any compensation
- Bragging is "selfish"
- Business comes from karma – being nice



# Assumptions About Self Promotion

Why? What are my assumptions?

**Example:**  
Sharing my value is bragging and inauthentic

What is the impact?

**Example:**  
People don't understand the value my team brings

How can I REFRAME my assumptions?

**Example:**  
By sharing my (team's) value more people can benefit and it enhances our influence



# Assumptions About Self Promotion

Why? What are my assumptions?

What is the impact?

How can I REFRAME my assumptions?

