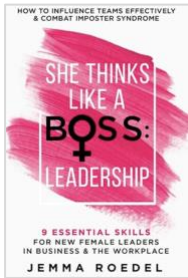


'CliffsNotes' Book Club Recap

DO YOU LOVE BOOKS ON LEADERSHIP, NEUROSCIENCE, AND BUSINESS, BUT NOT HAVE TIME TO READ ALL THE BOOKS?

Join the '**CliffsNotes' club**—where there's no pressure to pre-read the book, no membership required, no cost, and lots of discussion in just 90 minutes. Each month, you will hear a **summary of highlights** from a recently-published business book. This discussion summary is intended to provide a recap of the conversation at Book Club, rather than serve as a thorough book summary. We'll keep you "in the know" on the latest and greatest concepts and models. **Register here** for upcoming events.



October 2023

She Thinks Like a Boss: Leadership

9 Essential Skills for New Female Leaders in Business and the Workplace

by [Jemma Roedel](#)

Discussion Highlights

Presented by [Brenda Martineau](#)

Chapter 1: What Makes Someone Successful? Personality Traits of the Most Successful Women

There isn't one roadmap for success. What makes someone successful is a unique combination of personality and situation. This said, some common traits are seen in successful women across industries:

Confidence may be the #1 factor – your belief that you can accomplish something on your own and get things done.

Other factors that are important: leadership, accountability and innovation for oneself and others, creative thinking, vision to inspire, having a long-term view of career and skills needed, viewing failure as opportunity, focusing on self-development, knowing your worth through self-awareness, being strategic about complaints, putting forward potential solutions, being a team player, continuously building relationships in addition to networks, raising your hand to lead, asking for promotions, seeking out opportunities (going above and beyond).

Chapter 2: Leadership vs. Management and Common Leadership Challenges – Your Personal Leadership Style

Recognize the way you lead others and become aware of the potential pitfalls of those styles as well.

“Management” is managing day-to-day operations of a business or a team, “leadership” is ensuring others are brought into a shared vision and everyone is working together to achieve goals. Leaders need both skill sets.

Common pitfalls for managers include: pride/entitlement, relying only on yourself, being fearful, lacking follow through, not being motivated, burning yourself out, not being vulnerable (authentic self), not understanding how to motivate a team, lacking management experience or the confidence to apply to jobs with no prior experience. Regarding the latter, according to research, men will apply for roles when they met 60% of criteria whereas women did not feel comfortable applying until they met 100% of the criteria. More

women may not apply for jobs that require management experience if they haven't previously managed a team.

Micromanagement can undermine trust and ruin relationships and is viewed as the worst trait any manager can have. Usually this has something to do with reputation and/or lack of trust in someone else or fear of the project or yourself failing in the long run. (See HBR, "Signs that You're a Micromanager.") To move from micromanagement to managing:

- Talk to your colleagues and express your wish to change
- Truly let go – delegate
- Create space for more

Chapter 3: Stumbling Blocks for Female Leaders – How to Solve Problems and Challenges

As a leader it's important to understand causes of stumbling blocks and know your leadership style to guide your team more clearly and understand how you might approach management and collaboration among your team and help communicate expectations. Stumbling blocks include:

- Lack of Confidence
- Inequitable Treatment
- Not Speaking Up
- Not Having Influential Relationships at Work
- Being a Perfectionist
- Lack of Problem-solving skills

How smart women solve problems?

- Define the problem that's not the squeaky wheel
- Get everyone involved
- Look everywhere for answers
- Make a top ten list
- Decide, implement, and evaluate

Know Your Leadership Style – online test at www.shethinkslikeaboss.com

- Types of leaders include Hands-Off, Controlling, "By-the-book," Transformative, and Collaborative

Chapter 4: Developing a High-Performance Team

A high-performing team is one that excels: it sets, reaches, and exceeds goals consistently and is key to helping a business move forward. How do you create one? Plan to diversity your team in terms of skillset. Each team member should be aware of the skills of the others, so they know who to pull in to a project or problem. The following are characteristics of high-performing teams:

- They are effective and efficient
- The processes put in place work for the team
- Everyone shares the same vision, moving in the same direction
- Transparent and open communication
 - It's most important that all team members feel valued, included, and heard

Considerations when forming your team:

- Size is key – between 7 and 9 (not too small, not too large)
- Shared values
- Continuous learning
- Clear and measurable goals (Specific, Measurable, Achievable, Realistic and Timely)

Motivating managers – ensure that the management team is motivated to bring out the best in all employees through challenging and interesting work, compensation, inclusion, acknowledgement, and autonomy.



Motivation techniques (generally men and women are motivated by different things)

1. Set smaller, more easily achievable goals
2. Create a culture of positivity
3. Establish a mentorship program
4. Encourage a comfortable work environment
5. Offer profit-sharing (if possible)
6. Additional benefits

Use these considerations and techniques as you create new teams or motivate current teams to be even more productive.

Chapter 5: Overcoming Self-doubt and Imposter Syndrome

Self-doubt and imposter syndrome are two common stumbling blocks for successful women. Imposter syndrome is a way of thinking that downplays our skills and makes us feel like a fraud and that we could be exposed at any moment. It has historically affected women more than men. Feeling that you are not good enough or that you don't belong is normal, but knowing how to move past it is key. It's useful to shift the focus from self-doubt to doubting the idea instead (Adam Grant, *Originals*).

Imposter syndrome directs our view to fixing women at work, rather than fixing the places where women work:

- Create an inclusive and diverse environment that fosters a variety of leadership styles where diverse identities are seen as just as professional as the current (traditional) model.
- Realize impact of imposter syndrome on women of color due to years of systemic bias
- Have a supportive manager
- Be valued and be rewarded fairly

Practical ways to deal with self-doubt and imposter syndrome:

- Recognize the signs and acknowledge the feelings
- Take action even when feeling self-doubt, make a plan, and take one step at a time
- Make a list of your accomplishments
- Practice positive self-talk
- Lower your expectations – don't seek perfection
- Replace "should" with "coulds"

- Lean on your fellow women
- Don't wait to feel comfortable – push through the fear
- Silence your inner critic

As a manager, you can establish a culture that fights against self-doubt and imposter syndrome by being supportive, promoting collaboration, inclusion and diversity, valuing progress, and encouraging balance.

Chapter 6: Building Self-confidence in You and Your Team

Ways to support the growth of self-confidence over time:

- Start a confidence log or journal (requires attention, presence, and awareness)
- Start a brag book or happy folder
- Sit at the table and speak up

A person can convey confidence by maintaining eye contact, standing still and tall, being natural and authentic. Small but impactful ways to gain confidence include asking for small things and listing your positive attributes.

Women can display more confidence at work by celebrating small wins (progress principle), managing your visibility, and being a more strategic contributor. Make sure the projects you take on align with the organization's priorities. Solve problems, do a failure post-mortem, and set boundaries (including saying 'no').

Chapter 7: Communication Secrets of the Most Successful Women

81% of women in a non-profit study said that adopting a communication style that makes men feel comfortable was key to advancing their careers. Some ways in which men and women differ in communication styles:

Communication Differences

Women	Men
Collaborative	Competitive
Higher pitch	Lower pitch
Softer voice	Louder voice
Ask questions	No questions
Fit in	Stand out
Relationships	Power
Gather info	Give info
Feelings	Logic
Intuition	Facts

Differences in communication styles and conventions include imbalances in speaking time, length of time between speakers, frequency of questions received and amount of conversations happening at the same time. Virtual meeting have amplified the differences instead of creating a more equal environment and verbal queues are even harder to read online. (Cultural differences also come into play.)

In building communication skills, the first key factor is awareness. Seek feedback from others on your communication. Is your speaking style authentic to who you are, do you speak clearly and understandably?

Some communication pitfalls include: being wordy, using vague language, using questions rather than statements, downplaying your contributions, not speaking confidently, using filler words, leading with emotions

rather than facts. To speak confidently, try lowering your pitch and using your diaphragm to project. Vary your speed and slow down to emphasize important points. Use facts and data and avoid filler words. Take up space and use gestures to command the room. Be direct, objective, focused, stand firm in conflict, and don't apologize (unless absolutely necessary). Use strong body language and volunteer for new opportunities.

Chapter 8: The Art of Negotiation

People have different comfort levels with negotiating, and developing skills for negotiating for yourself and on behalf of others will assist you throughout your career. In negotiating you'll want to gather as much information as possible on the priorities of the other party and try to get inside the head of the opponent. Also, know your alternatives – what would the best alternative outcomes be? Always ask for more than you want, make your first offer real and enticing, consider presenting multiple options and offers. Use body language as an emotional tactic. When counteroffering, present a strong offer and always be ready to walk away from the negotiation. Know the unspoken rules of negotiation: everything is negotiable, know your desired outcome, and look for the win-win.

Chapter 9: Making Fear Work for You

Fear is an equalizer; nobody is immune. Get comfortable with not only feeling fear, but acknowledging that it exists. Often we feel fear related to a situation because there is some level of uncertainty. Here's how we can break through fear:

- Remember what makes you unique and the value you bring to the table
- Turn fear into courage by connecting to why you are there
- Get comfortable with being uncomfortable
- Prepare and plan as much as you can, including a backup plan
- Seek help from those who have been in your shoes
- Work hard – focus on the goal and don't stop until you see progress
- Ensure your product or service is top-notch
- Write out your fears and address them with responses/affirmations

Special cases for overcoming **the fear of**:

- **Saying no** – think of saying no as saying yes to your priorities; this means knowing your motivations/priorities
- **Asking for help** – ask for help in areas where others could easily step in and the end result would be the same
- **Being in the spotlight** – showing up authentically with your knowledge and skills will help others and build relationships.
- **Not being liked** – be respectful to others but get comfortable with difficult conversations and you can have these without being harsh.
- **Failure** – learn to catch your mind when self-sabotaging thoughts come up. Find people to emulate, journal about your accomplishments, and acknowledge when you felt fear and came out stronger for it. Listen to intuition, trust in yourself and your talents, and find champions to help you move beyond your comfort zone.

Resources

Website: www.shethinkslikeaboss.com (Access to survey on What Kind of Leader Are You?)

Instagram: [@shethinkslikeaboss](https://www.instagram.com/shethinkslikeaboss)

Facebook: [shethinkslikeaboss](https://www.facebook.com/shethinkslikeaboss)

[2023 KPMG Women's Leadership Summit Report](#)

[Signs that You're a Micromanager](#) Muriel Maignan Wilkins, Harvard Business Review (HBR), Nov 2014

[Imposter Syndrome Study 1978](#) Pauline Clance and Suzanne Imes

[Stop Telling Women They Have Imposter Syndrome](#) Ruchika Tulshyan and Jodi-Ann Burey, HBR, Feb 2021

[Gender Motivation Infographic](#)

[Forget a Mentor, Find a Sponsor, talk at Google by Sylvia Ann Hewlett](#)

[Dr. Ethan Kross on Negative Self-talk](#)

[Your Body Language May Shape Who You Are](#) Amy Cuddy, TEDGlobal 2012.

[The Power of Talk, Who Gets Heard and Why](#) Deborah Tannen, HBR, Oct. 1995

[Closing the Confidence Gap](#) by Katty Kay and Claire Shipman, Atlantic, May 2014

Book Club Questions

- What is the most important factor in a person's success? Do you think this differs by gender or culture?
- Which are more important "management" or "leadership" skills, or something else?
- Do you agree that micromanagement is the worst trait a leader can have?
- What stumbling blocks are the most damaging to a person's career?
- Describe a time when you were on a high-performing team? What were the elements of its success?
- Do you believe motivational differences are narrowing among genders? How about generational ones?
- How would you recommend someone overcome imposter syndrome?
- What is your best way to boost your self-confidence?
- Have you experienced communication challenges in the virtual arena and if so, how have you managed them?
- What's one negotiation tip that you have for new leaders?
- What has been your greatest fear in your career and how have you managed it?

About the Book Club In this monthly club, a presenter shares highlights from a book related to leadership, business, neuroscience, or coaching. Membership is not required, and there's no obligation to pre-read the book. This discussion summary is intended to provide a recap of the conversation at Book Club, rather than serve as a thorough book summary. [Register here](#) for upcoming events. For the full set of discussion summaries, [click here](#).