



WAYS

to break through the
GLASS CEILING

Glenda May & Jennifer Morris

“There is a special
place in hell for
women who don't
help other women.”

Madeleine Albright

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Globally, women make up approximately 60% of the labour market and are attaining tertiary degrees at a faster rate than their male peers. In addition, recent studies show that women often outperform their male counterparts in top-level jobs and that public companies with female board members perform significantly better than those without.


So, if having women in leadership positions is good for business, why is it that less than one in five senior leadership positions are held by women? What hinders women from climbing the leadership ladder?

The answer, in part, can be found in the subtle (often invisible) barriers and cultural beliefs around gender, as well as workplace structures that have historically favoured men.

This book offers 52 ways to help you overcome these structural biases and self-defeating attitudes, to take control of your career, be courageous and trust your innate strengths as a woman leader.

Written by Glenda May
& Jennifer Morris © 2013





**Dare to
Dream**

1

Take time out to reflect on your future.

Visualise where you want to be in 5 years. List the things that will help or hinder you from getting there. Develop a plan that sets out your goals and the milestones for success.

**Play to
your
strengths**

An abstract graphic design featuring a large black triangle pointing downwards from the top right. A smaller, bright blue triangle points upwards from the bottom left, meeting the black triangle at a central point. A light blue square is positioned in the upper right area, partially overlapping the black triangle.



Where are you now?

Identify your talents and build them into strengths. These will be the qualities that allow you to shine.



Close the Gap



3

Where do you want to be?

Do a gap analysis with your manager to identify the skills you will need for the future. Prioritise these skills in your development plan.



What makes you who you are?

What are your values and your passion?

What excites you?

What are your non-negotiables?

Ensure your values are aligned with those of your organisation.

You may be able to work with misalignment in the short-term but it's not sustainable for your morale, health or productivity in the longer term.

A large, stylized blue number '4' is positioned in the upper left quadrant. To its right, a blue triangle points downwards and to the right, partially overlapping the number. The background is white.

4

**Be clear
about your
values**

**Be proud
of your
Emotional
Intelligence**


5

Your EQ is manifested in your innate sense of empathy, caring and intuition. These critical leadership qualities enable effective collaboration and create better outcomes, whilst changing the world into a better place.



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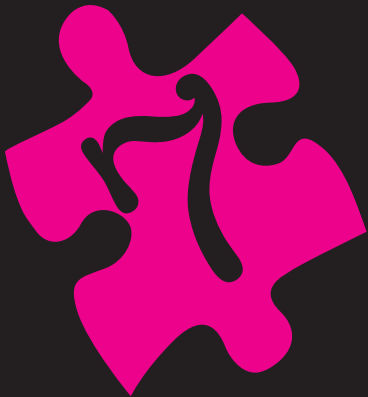
**Clarify
expectations**



What does your manager expect of you?

What are your key challenges and priorities? How does your manager judge success? Use these conversations to help you prioritise your workload.

Ask for feedback



Ask for regular feedback

Keep on track by asking

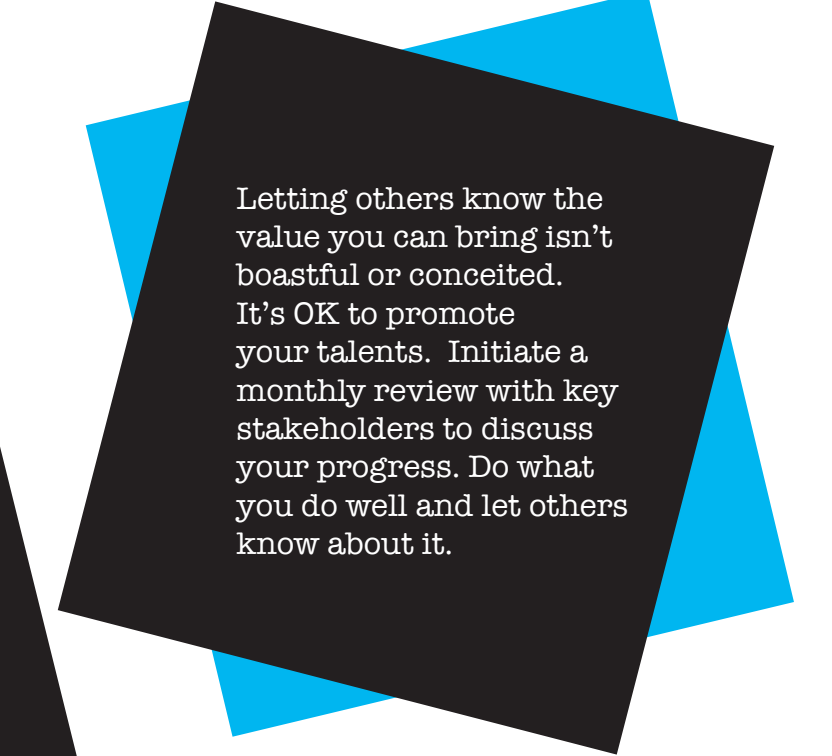
- What am I doing well?
- How could I do even better?
- What could I do more of, less of, keep doing?

You're good but you could be great!

When you are open to feedback, people will see you as strong, flexible and willing to change.





**Toot
your horn**



Letting others know the value you can bring isn't boastful or conceited. It's OK to promote your talents. Initiate a monthly review with key stakeholders to discuss your progress. Do what you do well and let others know about it.

**Prove your
dependability**






Present your managers with a short summary of your monthly accomplishments. When a more challenging role comes up, you will already be on management's radar and they will feel more comfortable promoting you.

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**Know what
keeps your
boss awake
at night**



Being aware of your manager's key challenges, frustrations and influences will best position you to stake your claim on a senior management role. The better you know the challenges, the better equipped you will be to demonstrate your commitment and leadership skills.

Understand why things are done in your organisation, rather than accepting the status quo.

Having the eyes of a curious child and asking why, will help you to 'deep dive' into your business to fully understand the strategic direction and operational implications.

Ask

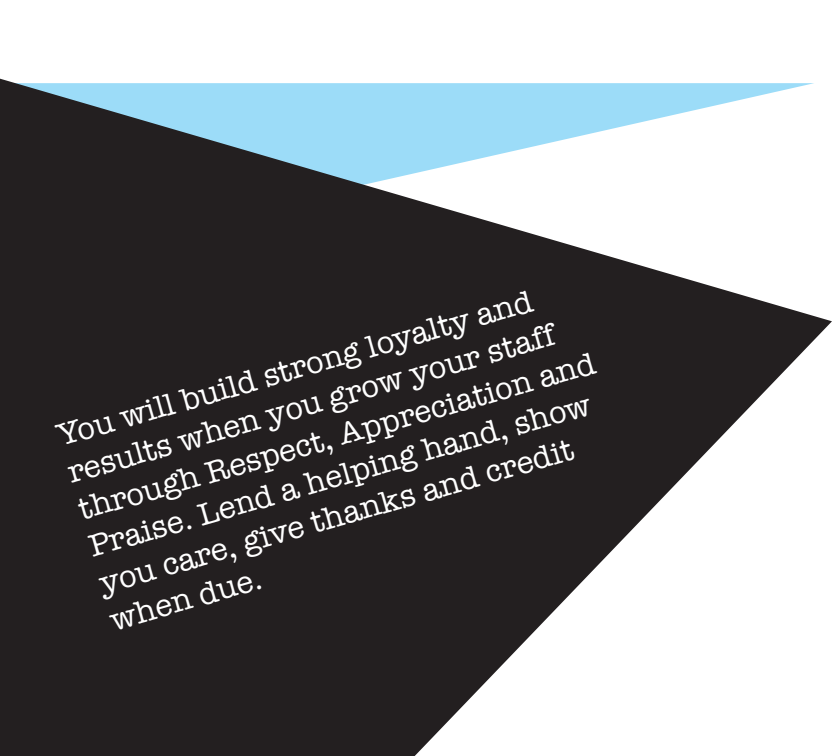
'Why?'





RAP away!

12



You will build strong loyalty and results when you grow your staff through Respect, Appreciation and Praise. Lend a helping hand, show you care, give thanks and credit when due.

13

**Promote
your team's
achievements**





You've built a strong team around you... now let others know about it! By publicising their achievements, you increase both your visibility and theirs whilst building strong loyalty.

**Pass the
monkey**

14

Get that monkey off your back by not taking on other people's problems. If someone comes to you with a problem, pass it back. You can say no with empathy by offering other options, guidance and mentoring.

**You can't do it
all - but you can
delegate**

15

Is there someone on your team who
could do it faster, more efficiently
and to an acceptable standard?

If so, give it up.

Delegating it frees you to focus on
the bigger picture and on higher -
level tasks.



16

**Seize
opportunities**

Lean in, find your voice, and speak up. Don't wait to be asked.

Volunteer for projects that will stretch you and raise your profile.

“Opportunities are rarely offered, they're seized.”

Sheryl Sandberg, CEO Facebook.



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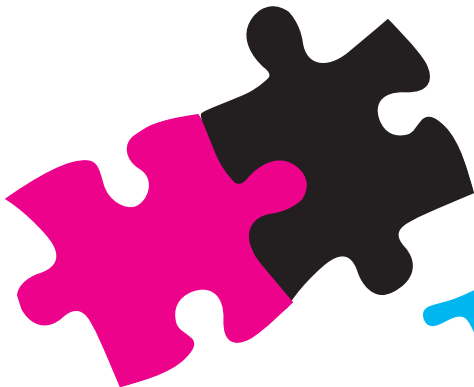
YOU CAN play
in the sandpit
with the boys

...but don't feel you have to compromise your authenticity and femininity. Women and men bring diverse perspectives to the table – you can be both equal and different.

**Don't
apologise
for
speaking
out**

You have the right to express your opinion, ask for what you want, and to disagree. Be respectfully assertive without being aggressive, defensive or blaming. Be confident in questioning others' decisions - without questioning their integrity.





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Say NO
to negative
self-talk

Tune in to any negative monologues that undermine your self-esteem and sabotage your goals. Notice when a thought is self-defeating or when you find yourself catastrophising. Remove the 'shoulds' and the 'musts' and replace the negatives with positive thoughts.

“The way people treat us is a reflection of the way we treat ourselves”

Linda Field

**Defy your
inner
perfectionist**

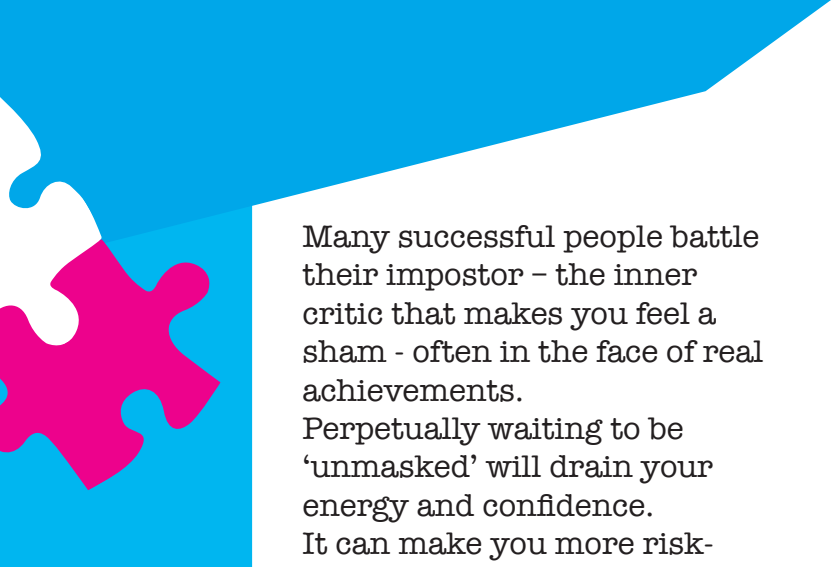
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The costs of perfectionism are high - anxiety, depression and burnout.

Perfectionism is a recipe for unnecessary re-work and procrastination. It can damage relationships and set you up for failure. Assess whether the extra time spent 'perfecting' something is adding real value.

Challenge the Impostor Syndrome

21



Many successful people battle their impostor – the inner critic that makes you feel a sham - often in the face of real achievements.

Perpetually waiting to be ‘unmasked’ will drain your energy and confidence.

It can make you more risk-averse, less self-promoting and hurt your future success.



Say goodbye
to Wonder

Woman

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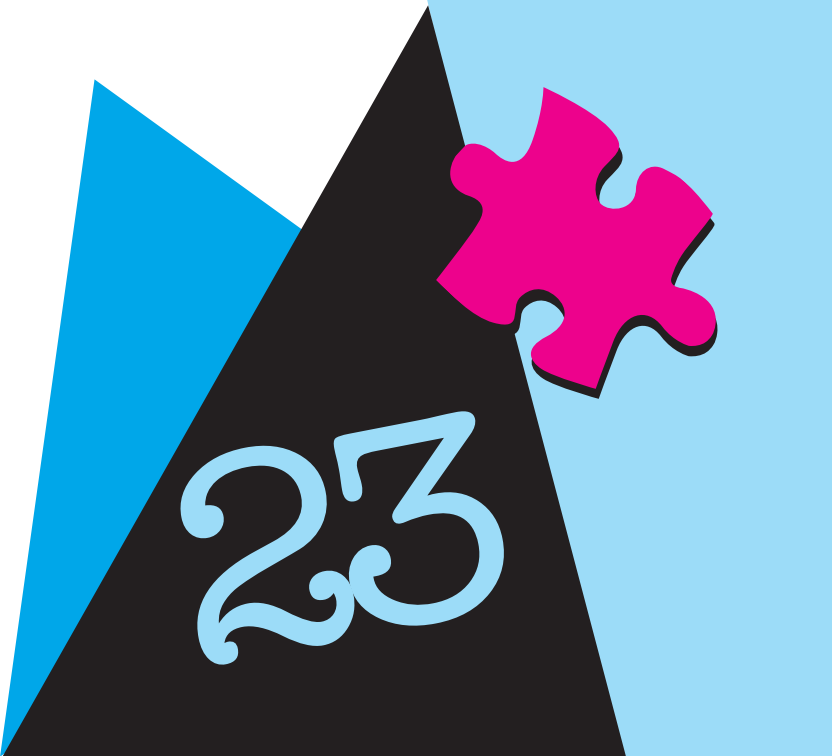
Just because you **CAN** do it,
doesn't mean you **HAVE** to.

Learn to ask for help.

Be realistic about what can
be achieved.

Determine what you can
outsource: the house
cleaning, accounts,
shopping, cooking.

Let go of the guilt - it's
a wasted emotion!



Choose a
life-partner
who supports
your career

Be clear about what you expect from
both a career and from a partner.
It is difficult to be a successful leader
without your life-partner being
supportive of your career and willing
to provide you with emotional and
tangible support when you need it.

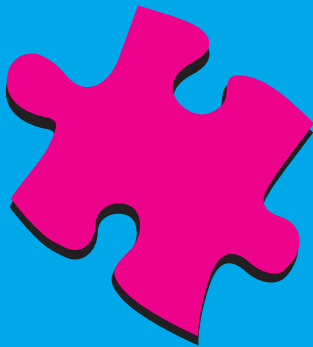
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Network with

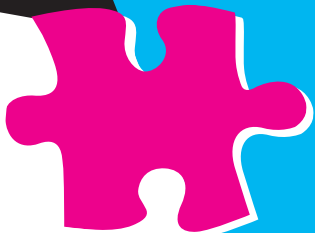
RECIPROCITY

While it's important for your work to be exemplary, building strong connections with colleagues and peers will help advance your career.

Networking is about both giving and receiving. Foster your relationships by periodically checking in - follow up after a conference, forward an interesting article, make connections and introductions.



Speak
with
authority



25

Voice quality, passion and presence can be more than twice as important as the content of your message. It is natural for women's voices to be of a higher pitch and this makes it more difficult to sound authoritative. Raising your voice at the end of a sentence will sound as if you're asking for approval. Instead, consciously slow down your speaking and deepen your voice.



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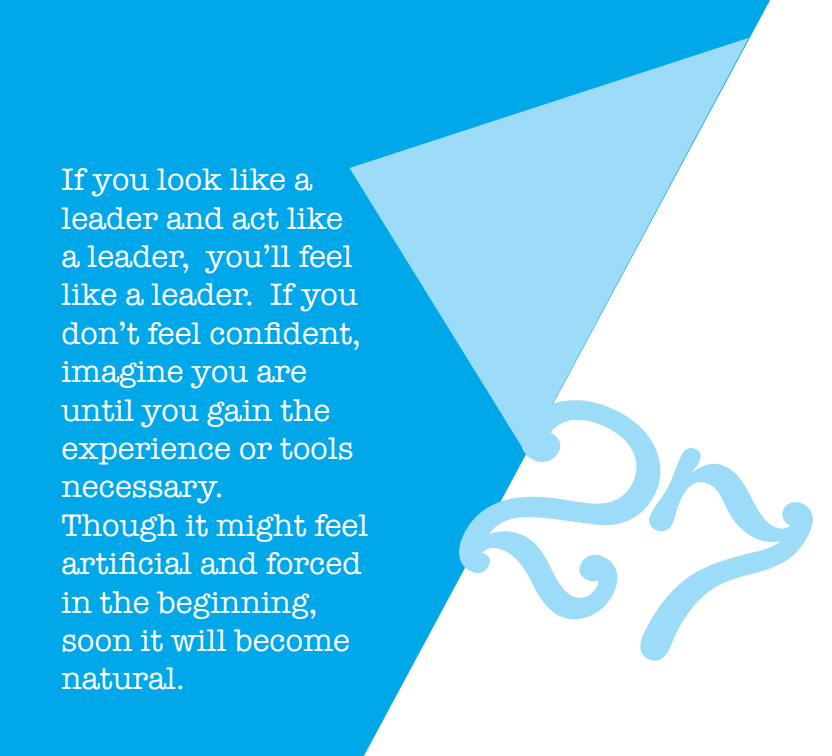
Speak your



truth

You do not leave your 'real' self on the doorstep when you leave home to come to work. Sharing emotions builds authentic relationships. True leadership comes from within - from compassion, sensitivity and honesty.

**Fake it
'til you
Make it**


A large blue triangle points downwards from the top right corner. Below it, several light blue, thick, stylized swirls or flourishes are scattered across the white background.

If you look like a leader and act like a leader, you'll feel like a leader. If you don't feel confident, imagine you are until you gain the experience or tools necessary.

Though it might feel artificial and forced in the beginning, soon it will become natural.

Send 2008
the right
signals





Be aware of non-verbal signals and distracting mannerisms that diminish your authority and power. Sit tall, maintain eye contact, use a confident handshake.

Body language congruent with your words will strengthen your message. First impressions count.

**Dress for the
job you want...
not the job you
have**



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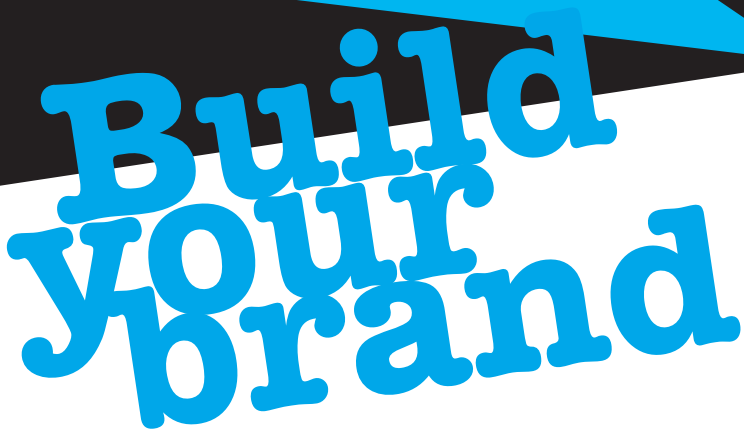
Choose a professional wardrobe to reflect your career aspirations.

High-quality, well-tailored garments convey a polished professional presence.

Keep a jacket at work for important meetings and presentations.

Avoid showy accessories, tight garments and revealing necklines.



The image features a bold, graphic design. A large, bright blue triangle is positioned in the upper left, pointing towards the right. The background is split into a black upper section and a white lower section by a diagonal line. The text "Build your brand" is written in a thick, blue, rounded sans-serif font, slanted to the right. The word "Build" is on the top line, "your" is on the middle line, and "brand" is on the bottom line. The text is positioned in the white area, overlapping the diagonal line.

**Build
your
brand**



30

Your 'personal brand' is your reputation. It's how people see you - the impression that comes to mind when they hear your name. Be clear about your unique selling proposition - the distinctive contribution you bring that differentiates you from others.

**Maintain
a 'living
CV'**



The evidence file of your key achievements.
Record your wins as they happen.
Use it as a resource to support your performance appraisals and to justify a promotion.
Revisit it regularly to remind yourself of your achievements and keep yourself buoyed up .



31



Don't wait
until you are
100% ready

32

Future employers are more interested in your potential, your organisational culture fit, your team skills and how you influence people. Research shows your male colleagues will apply for a position with just 40% of the competencies needed.



33

**Confide in
trusted
contacts**



Tell your networks that you are looking for your next career opportunity and ask for referrals and introductions. Up to 80% of job opportunities are in the hidden job market.

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**Polish your
interview
technique**

Most interviewers use the behavioural event structure. Asking you to “Tell me about a time when you...” helps employers assess how you actually performed in a situation. In the immediacy and anxiety of the interview, it can be difficult to dredge up a good example. By keeping your living CV up to date, you’ll have readily accessible specific situations to draw upon.



Make sure your
elevator pitch is
taking you **UP**
not down

35

You have 30 seconds

to impress, to highlight who you are so that your listener wants to follow up the conversation. Practise your elevator pitch so that you can introduce yourself with confidence in any situation - at a business meeting, conference, networking event or job interview.





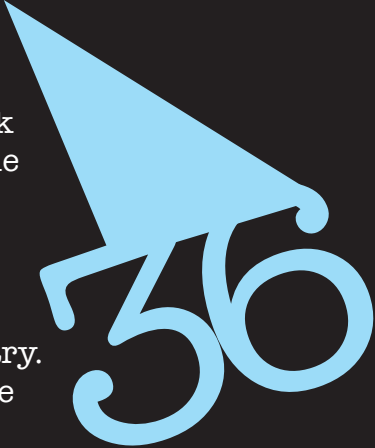
**Know your
value**

in the market

Research and benchmark salary scales for your role and skills.

Ask headhunters, recruiters, or trusted colleagues for salary indicators in your industry.

Focus on selling the value you add and the unique qualities you bring to the company. Back up your request for a salary increase or promotion with facts, figures and evidence of your achievements.



A graphic design featuring a light blue arrow pointing towards a black triangle. Inside the black triangle, the number '32' is written in a blue, stylized, handwritten font. Below the triangle, the text 'Know your bottom line' is written in a bold, black, sans-serif font, with 'bottom line' underlined.

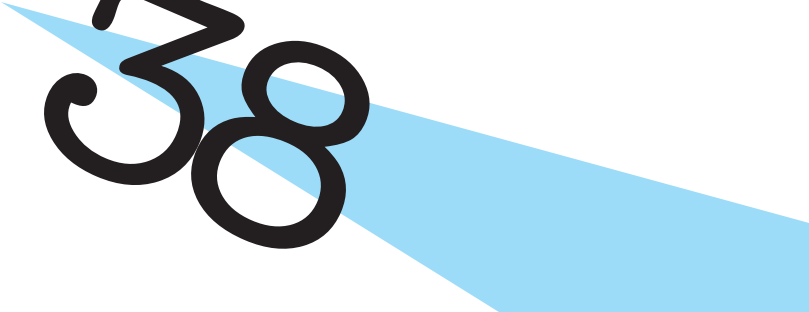
32

**Know your
bottom line**

Seek wise counsel before you go into a negotiation. Speak to others who have been in similar situations and can share their experiences. Know what makes sense for you financially and personally. If not dollars, you can negotiate time, annual leave, conditions, study, or more challenging projects.



Ask for
what you
want



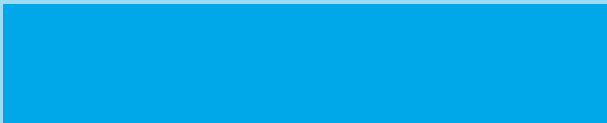
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Negotiate as strongly for yourself as you would for your staff. If you don't ask, you may end up with less than your counterparts who have negotiated successfully. Be clear about what you want and use direct, rational and unemotional statements. Don't preface your requests with disclaimers and be prepared to accept no.



**Secure
your
voice at
the table**



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Seek support from powerful stakeholders to validate and promote your contribution to the discussion.

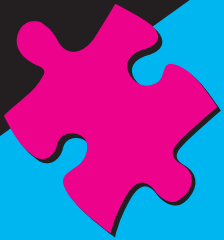
Lobby before meetings to build connections with your peers so that your voice cannot be passed over. You will be more likely to be heard and credited with your ideas.

40



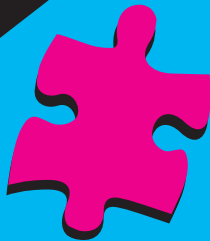
Invest
in an
executive
COACH

Coaches are experts in their field. They identify your skill sets and capability gaps and provide direction to improve performance. You'll get practical help to articulate your goals and the strategies to achieve them.



Choose a MENTOR

*It's often not lack of technical skills
that hold you back – but lack of confidence.*

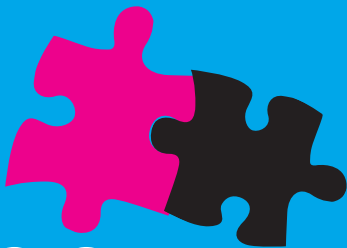


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Mentors are role models who share their wisdom and experience, provide a sounding board and offer advice, support and guidance. Choose more than one mentor: male, female, external, internal - each can provide a different perspective.



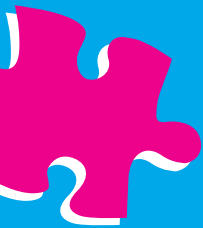
Seek
out a
SPONSOR



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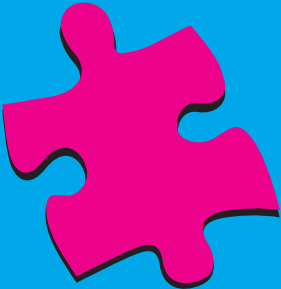

A powerfully-positioned person who champions you and believes in you. Sponsors advocate on your behalf, connecting you to important players and assignments, offering guidance and critical feedback. Sponsors can increase your profile and keep you on the fast track.



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**Blog
your way
to success**

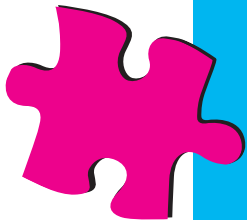


Create an online presence with your own professional blog.

Offer opinions and observations about current thinking and become a thought leader in your field. By linking to articles and sharing your expertise, you can enhance your professional reputation.

**Showcase
yourself on
LinkedIn**

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LinkedIn provides a snapshot of your experience and capabilities. Spend a few minutes on LinkedIn each day making new connections, adding to conversational posts and keeping your profile up to date.

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Take care
of yourself

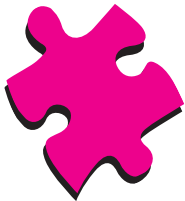
Your career will be greatly enhanced if your life as a whole is in balance.

- Practise relaxation, yoga or meditation
- Eat healthy food and minimise caffeine
- Get 6-8 hours sleep
- Exercise regularly - go for a walk at lunch time
- Schedule 'me-time'



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Never stop
learning





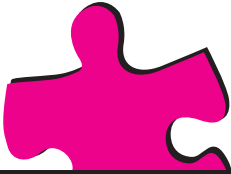
Don't wait for the right time to
invest in your own development
- it will never be the perfect time.
Professional courses, further
education and conferences all
create opportunities to stretch
yourself and increase your
networks and visibility.

Build a
support
base of
positive
people





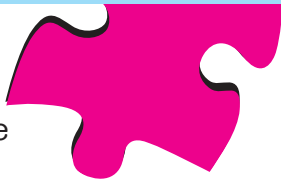
Walk away from the judgmental, the disloyal and the narcissistic. Nurture relationships built on mutual support and loyalty. Surround yourself with people who will build your confidence, cheer you on and challenge you to grow. They will be the ones who catch you when you fall and buffer you from life's stresses and strains.



**Welcome
change**

Most people are averse to change, preferring to stay in their comfort zone. Innovative leaders ask ‘Why not?’ and ‘What can be done differently?’ Welcome the opportunities that await you as you embark on your next stage.

“You must be the change you wish to see in the world” *Mahatma Ghandi*



It's OK
to fail



Every successful person has failed. Numerous times

They're miss-takes not mistakes.
They're your reminders of what to do
differently next time. Even the best
actors don't get it right on the first
take.

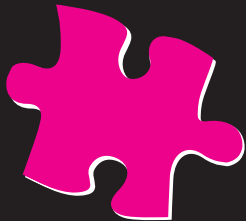
“Take chances, make mistakes. That's
how you grow. Pain nourishes your
courage. You have to fail in order to
practise being brave.” Mary Tyler Moore



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**Bounce
back**

The road to success is never smooth.
By pre-empting obstacles and managing
pitfalls, you demonstrate your
perseverance and build your resilience.
Use setbacks and adversity as fuel
for your fire. Make sure you have a
recovery strategy ready to hit the
reset button.



**Exit
stage left**

...with
grace



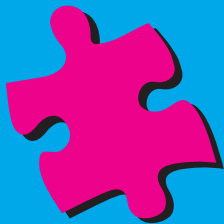
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Don't burn your bridges. When leaving a position, do so with professional grace, leaving with your network and reputation intact. Transition all your projects, letting your clients and stakeholders know about the switch. Be appreciative of the opportunity your employer gave you and thank your colleagues and managers.

Send the
elevator
back
down

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Remember it's a responsibility for anyone who breaks through the glass ceiling to send the elevator back down and give others a helpful lift.



About the Authors

JENNIFER MORRIS

Jennifer Morris is the CEO of the Orijen Group. A passionate advocate of diversity and inclusion, her personal mission is to empower women and help them navigate the pathway to leadership.

Under her stewardship, Orijen's women's leadership programs have received national acclaim, winning the 2008 Equal Opportunity for Women award for the "most outstanding initiative and result for women in the workplace".

Jennifer is a past president of the NSW Equal Opportunity Practitioners' Association and admits to a vested interest in building inclusive workplaces – she has three daughters, two stepdaughters, three granddaughters, a female dog and a grandson.





GLENDAMAY

Glenda May is a psychologist, corporate trainer and career coach, skilled in the art of helping people to realise their potential, showing them how to achieve their goals, in work and in life. Her many clients are inspired by her subject knowledge, her sense of humour and her down-to-earth approach to life and learning. She is passionate about all things French, health and fitness, and making the most of every moment, including writing a book on “52 Ways to Get More Time in Your Life”. She also has a personal goal of reading 52 books every year.



Glass ceiling or sticky floor?

Do you feel that you've gone as far as you can with your current employer? Do you feel stuck? Are you working longer hours with little return? If so, you've hit the "glass ceiling" - the point where you can clearly see the next level of promotion, yet despite your best efforts, an invisible barrier seems to stop you from advancing.

As women, we need to understand these barriers: not only those imposed on us, **the glass ceiling**, but also our own personal and often unconscious resistance to playing the game, **the sticky floor**.

This book provides tips and tools to help you get off the sticky floor and break through the glass ceiling - to get you out of your comfort zone, take a risk and be the best you possibly can be.



www.glendamay.com.au

www.orijen.com.au