

# Video 45min - Sally Helgesen - YouTube

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## SUMMARY KEYWORDS

women, people, leadership, leaders, book, men, competence, organizations, career, ceo, habits, called, big, minimizing, hear, challenges, relationships, confidence, talk, building

## SPEAKERS

Jacob Morgan

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00:00

Ideally, we would live in a world where where leaders did notice everybody's contribution. I think, especially now in a virtual environment, it's hard to get things noticed. And this was true, but also beforehand, because a lot of people were working and they weren't co located. So when you don't see someone on an ongoing basis, and you don't get to witness what most of their day to day contributions are, you need someone to bring it to your attention. And the issue is, and I find this with women, if you if you don't find a way to speak comfortably about your achievements, we've often seen it done bad.



Jacob Morgan 00:43

My guest today is Sally Helgason. She is a leadership coach and author of the best selling book how women rise, which was written with Marshall Goldsmith. She has a new book out in February, which is called Rising together. In today's discussion, we look at some of the unique challenges that women face when it comes to career success. These challenges are self imposed, which oftentimes don't have anything to do with corporate culture or structure. And some of these things include the disease to please minimizing and being reluctant to claim achievements. The interesting thing is that Sally discovered that many of these challenges also apply to men. We explore these challenges in more detail, talk about hard skills versus soft skills, and the role that competence plays in career success. If you subscribe to leading the future of work plus on Apple podcasts, you will also get a bonus episode, where Sally gives specific actionable tips on how you can share your wins on how you can avoid the disease to please and what she calls creating a to don't list. We also touch on the importance of setting boundaries. Again, this is only available to subscribers of leading the future of work plus on Apple podcasts. And when you subscribe, you will get a bonus episode with Sally along with a bonus episode every single week, early access to new episodes and ad free listening. Most importantly, you get a chance to support the show so that I can bring in more amazing guests like Sally. So the most recent book, obviously, that you published is called how women rise, co authored with, of course, legendary executive Marshall Goldsmith, legendary coach, he's been on the show a few times, he's written the foreword to my book on employee experience. So I know him well. He's done a lot of really fantastic work. Why did you decide to write this book,



02:45

I decided to write this book, I've been writing about women's strengths, women's leadership strengths, and what they could contribute, as well as inclusive organizations for probably at by 2015 25 years. And I realized it was time also look at what was getting specifically in women's way in terms of the internal barriers, not cultural and structural. I was deeply familiar with What Got You Here Won't Get You There Marshalls great best seller from 2010. And I thought it provided a useful model. And also he had that brilliant insight that the same habits that can serve us well early in our careers can hold us back as we seek to move forward. And I knew that it would be useful to do this book with him. And so I asked him, would you be interested in collaborating? I thought he say you're like, oh, what does she want to do build on my million and a half LinkedIn followers, his response was instructive. He said, You know, I've had that response before. I told him, me, and I didn't think the behaviors were exactly right for a lot of women. He said, I've had that response before. And I'm really seeking to build my female audience, he said, so I would love to collaborate with you on a book that takes that model, but looks specifically at the habits and behaviors most likely to get in the way of successful women.



Jacob Morgan 04:23

Yeah, and I love that approach. And I really liked that you mentioned it's not cultural or structural, it's sort of dependent upon the person. And I've had authors and guests in the past talking about some structural and cultural issues inside of organizations. So your take is is unique and it's the self. So a lot of people might not even be familiar that these types of challenges exists and that there is a difference between men and women. What are some of the unique challenges that you think are applicable for women that and maybe a lot of people specifically men might not be aware of?



05:03

Well, I'll give you a couple. But I also want to clarify, one of the big responses to this book has been from men who say, Oh, I have that behavior, I have that behavior that applies to me. So although I think that in my experience, the behaviors in the book really apply to a large number of women, and we're talking globally here, I'm not just talking about the US, this has been the response. We're in 23 languages. But despite the fact that I think they do, I'm aware that there are many men who identify with them. So I've kind of come to think of them as the habits that got left out of Marshalls first book, he agrees. But for example, you know, a big foundational habit, and one that's helpful for women to articulate but very helpful also for men to recognize that's widespread among women is expecting others to spontaneously noticed and value your contributions, rather than having to articulate them having to speak up about them, hoping people will notice. And one of the reasons I included this for years, and I do these women's leadership workshops, been doing them since 1990. Do them all over the world. And I would hear women say things like, I believe that if I do good work, people will notice or I believe if I do good work people should notice. And that is often an unrealistic expectation, people notice what is brought to their attention. And we have responsibility for doing that for our own our own work. And yet women will fear being perceived as arrogant or all about me or undermining their team, if they talk about what they've contributed.



Jacob Morgan 06:57

Yeah. Do you want to learn how to create an amazing corporate culture, while avoiding the pitfalls that make for a toxic one? If so, I created a brand new eight part training video series just for you. In total, it's around 30 minutes in length, and you can get it right now by going to help my culture.com Go there right now, before this training series disappears forever. Again, that is help my culture.com and get access to this free eight part training series on how to create an amazing corporate culture. I actually really liked that one. Because even I have experienced that in the past, you sort of you know, you do something and you kind of just take a step back and just look at everybody like, Hey, does anybody see what I just did? And everyone's like, What are you talking about? And it's, it's very true, it is just as applicable for men and for women. But I suppose can't somebody make the argument that a good leader should be spotting the valuable contributions of their team members and recognizing them for their hard work? So does that mean that just the leaders are bad?



08:04

No, I don't think it means the leaders are bad. I think that it's it's a busy environment. Ideally, it we would live in a world where where leaders did notice everybody's contribution. I think, especially now, in a virtual environment, it's hard to get things noticed. And this was true, but also beforehand, because a lot of people were working and they weren't co located. So when you don't see someone on an ongoing basis, and you don't get to witness what most of their day to day contributions are. You need someone to bring it to your attention. And the issue is, and I find this with women, if you if you don't find a way to speak comfortably about your achievements, we've often seen it done bad Oh, I don't want to be like that jerk down the hall. But if we don't find that way, then we will be under recognized. We will feel undervalued. And then over time, we will disengage from often from work that should be satisfying and rewarding. So it's very important to find a way and to take this responsibility. I need to do this. It makes me uncomfortable, but I've got to find a way to do it. That is effective.



Jacob Morgan 09:25

Okay. And by the way, I'm going to reserve maybe the last 10 or 15 minutes of the show, we'll talk about some specific action items like how to actually do these things. But maybe for now, we can touch on a couple more of those challenges and habits. So that's that's a great one. I think a lot of people can relate to that this idea of expecting other people to recognize their good work, but sometimes you need you need to be the one to bring attention to your good work. What's another one that you found?



09:53

Well, another one, also foundational for many women is building rather than leveraging or Relationships. That is, you know, pouring all your efforts into building strong relationships, which is something that women tend to be quite good at. But being reluctant to ask the people that you have relationships with, for either tactical. That is job related or strategic career related, support and help. And I've, I've noticed this for a while, I used to wonder why women

didn't benefit more from their ability to build strong relationships, particularly as that began to be seen more as a leadership skill, which it wasn't, say in the 80s or early 90s. Until I realized that that's really what it was that you know, built, just building the relationships. No, you know, could you I'm going to be working on this. And I don't really have a network there. Could you introduce me to so and so or a group of people or an individual? What would you say? Who would you suggest I should be in touch with? I would see women more doing this. And then I would always say, you know, what, what holds you back? Well, I don't want to be seen as a user, or I want someone to know that I'm really their friend. So those kinds of inhibitions would hold them back reluctant to, you know, the being able to leverage relationships is kind of putting yourself into the fray. Two things. Number one, you're really identifying yourself, not just as a hard worker, but a player. And then that sort of sets you in a position to being able to help other people not in a real quid pro quo way, you know, if you introduce me, this person, I'll introduce you to that person. But just putting yourself out there as as someone who is a resource, but also willing to engage support.



Jacob Morgan 11:58

Okay, all right, I like that one. Maybe let's go over one or two more, and then I have some, some follow up questions, you're kind of triggering a couple tangential thoughts in my mind that I wanted to ask you about, but maybe we'll go over one or two more common ones?



12:13

Sure. I mean, one of the big ones, and this is very worldwide is what I call the perfection trap, or we call the perfection trap in the book. And that is feeling that you are either perfect or failing, there is no middle ground, and investing all your efforts in being precise and correct in everything you do. What's interesting is Marshall and I found research that showed in fact, that women tend to be in organizations rewarded and promoted, based upon the perception that their work was precise and perfect, that seems to be able to, that seems to be what moves them along. Whereas men tend to be rewarded and promoted based more upon their visibility, their connections, and the perception that they are big picture thinkers. So it's very helpful to women earlier in their career, this is a classic What Got You Here Won't Get You There habit? In that it's, it's helpful to women early in their career precise and correct. But that's not really what organizations are looking for in terms of leaders, you know, we want a leader is precise and correct, no, you want a big picture thinker, who's outward facing and has the connections that will bring visibility to the organization's efforts, and perhaps clients and customers etc. So it's, it's, it's honing a skill that is only going to get you so far. And it's what so there are a number of problems with it, you're gonna have a tough time delegating, if everything has to be precise and correct. And that's why a lot of perfectionist Oh, it's easier to do it myself, then you get burned out. Micromanaging obviously is a shortcoming with perfectionist, but I think, above all is that you create a lot of stress for yourself and for the people around you. And I have sat in so many meetings where they've been tossing around names for very senior position. And what I'll hear when a woman's name comes up, not every woman but a woman's name will come up and people say overwork is fantastic. She's dedicated. She's so hard working and so smart. But she has a very high bar for herself and she sets that bar for other people and it's pretty stressful. And if you're creating that stress, the higher you go, the bigger the waves that go out.





Jacob Morgan 14:51

Yeah, it's interesting because part of it seems like it goes against the traditional notion or the stereotype of leadership where Leaders are assumed to be perfect and fallible. They don't make mistakes, they don't show emotion. So I don't know if this would make sense. But it almost seems like from the work that you've been doing, women are trying harder to live up to the stereotypical definition of leadership. Whereas men or maybe I don't know, are they having an easier time breaking that stereotype?



15:23

I think they have an easier time breaking that stereotype. And let me give you an example. This is not in how women rise. This is in my forthcoming book rising together, which will be out at the end of February. And it concerns the great Alan Mulally, who was the CEO of Ford Motor Company, and really turned it around, and starting around 2008 extraordinary leadership, and he exhibited at Boeing before that. And when he got to Ford, it was the first time anybody been hired, not just from outside the company as CEO, but from outside the automobile industry. And he got up. And he had that his big meeting with the generals and colonels as they're called, at Ford. And he said, you know, he was asked a question that he couldn't answer at all, because he didn't have that knowledge. She wasn't a auto guy, a car guy. And he said, I don't have the answer to that question. I've been an aeroplane guide, not a car guy. He said, however, what I know is that we've got brilliant people here who can answer questions like that, and that I have had success in marshaling a broad range of people to work well together, which is what the company needs. And I found this was just an extraordinary exhibition of leadership confidence. But when I share that with women, they always say, Yeah, well, a woman could never get by with that. I don't happen to exactly believe that. I think there are ways to do it. But I've seen a lot of examples, you know, that if you're not, if you don't know the whole deal, if you're not the subject matter expert, as a woman as a minority, then you're regarded skeptically, whereas here, someone who came from the leadership, mainstream white guy who'd been in training to be an astronaut, and, you know, he could get by with it and do it with great confidence and aplomb?



Jacob Morgan 17:36

Yeah, it's interesting that you bring that up. So I'm working on a new book on leadership and vulnerability, which will come out later this year, like October, November. So the Alan Mulally story reminds me a lot of being a vulnerable leader. And I've interviewed 100 CEOs now, and quite a few of them have been women. And so I've heard all sorts of stories like that as well. Most of them positive, you know, people like Barbara Hampton, the CEO of Siemens in the United States, people like Kathy mozarella, the CEO of gray bar, that have shared stories and examples of how they've had to go in front of their teams and say that they didn't know something, or that they needed help. And I think it's also interesting, depending on the time, right, if you have done this in your 80s, during the 80s, or 90s, or if you have done it today, and I think it's becoming more accepted, I would hope to be vulnerable to ask for help to admit that you don't know how to do something. But you're right. I mean, it's, it's still it's still a challenge. And actually, I remember a couple CEOs that I interviewed, specifically female, they told me that early on in their careers as they were climbing up the corporate ladder, their peers around them, basically told them, you're never going to be an executive, you're going to have to pick

between either being an executive or being a mom, you're not going to be able to do both. And in Barbara Hampton was one of those CEOs, and she said, All right, yeah. Well, you go ahead and keep thinking that and she did both. So it's just interesting to hear some of the differences.



19:07

You know, Jacob, I think that's important to talk about it. And you really bring it up here. I mean, I've been doing this work in leadership, inclusive leadership, women's leadership, for 35 years. And so I've seen a lot of changes. And one of the biggest changes is that how we identify and define excellence in leadership, in general has changed dramatically. We hear words like vulnerability, we hear words like empathy, West Point, has courses and empathy. It's something that they encourage in their military leaders. The whole model has changed since the sort of Jack Welch days when you know, the toughest, you know, most head chopping guy in the room was seen as you know, the most valuable Yeah, I was got to do it Bob Crandall, who was head of the American Airlines back then, you know, blame trying to blame the flight attendants for problems they were having because we hit strategy. But you know, fortune would have Fortune magazine would have America's toughest boss every year. And it was always some really I didn't know that. Oh, yeah. And it was someone who was really difficult to work with. But you know, my God, he gets the job done. And and things have changed since that you would not have these, you know, Scott Dunlap, but you would not have these Al Dunlap sorry, was it Scott tissue, you would not have these kinds of leaders looked up to today, that's seen as problematic leadership, toxic leadership, whatever, what I think is important that women have checked played a big role in redefining excellence, whether they've been at a CEO level, or they've just been in the ranks. It is not, to me a coincidence, that some of the great strengths women began bringing as leaders as contributors since the late 80s, but really kicking off in the early 90s. That the strengths they they brought, which were always dismissed as soft skills, you know, yep. Communication was conceived as a soft skill, that those are now leadership skills. And I think women have played a very strong and under acknowledged role in that.



Jacob Morgan 21:32

It's funny, as you're talking, I just googled the, the fortune toughest bosses list and I came up, it's an article from 19 84x, which is crazy. And yeah, Jack Walsh was number one on the list. And they had people which, I don't even know if people are gonna remember some of these folks, William Kaufman from Burlington industries, Richard Rosenthal, I wonder if a lot of these companies are even still around anymore. Robert mallet from FMC Corp. Fred Ackman Joel Millo, I mean, mainly all men. But I didn't even know that this was a list of it used to be going on. And it's almost like a badge of honor. It seems like if you were on this list, and I don't think we have these lists anymore,



22:18

we don't have these lists, it would be unacceptable. And the the style of leadership that Jack Welch popularized, would not be acceptable today, nor has it been successful. I mean, GE blew up and you know, Jeff, ml gets all the blame for that. But Welch did not set it up. Well, his big goal was to merge with Honeywell, which would have been a catastrophe. And so he did not set

that up. Well, that company went up well, and he used to have this thing that was widely admired, where every year they would look at the 10% of the lowest performing by some performance review, metric 10% of the lowest performing people, and they were fired them. There was never an idea of what what was their leader, like? Were they tasked to do, you know, where were the systemic problems that could have contributed this, it was just like, they're dead wood. That's what they would call them the dead wood, we've got to prune the dead wood. And this was, you know, really not helpful there. It was tried by what's his name, the guy that succeeded. Bill Gates, Steve Ballmer. He tried it at Microsoft. And, you know, it was just a catastrophe, because it ended up with people really competing against one another and stole them in terms of innovation for probably a decade. So this was a really different environment that we you still live in. And fortunately, it this is not admired leadership skills. In today's environment, no matter what, no matter where we are, you know, if we can be in the Defense Department, it's not seen as useful.



Jacob Morgan 24:14

Yeah, it's changed quite a bit. Are you familiar by any chance with the work of Susan Fiske, she is a researcher and professor at Princeton, I believe, and she did some work on the relationship between competence and something she calls warmth.



24:32

I believe she her studies were referred to in one of my favorite books, which is by Tomas play music tomorrow, which I'm sure you're familiar with, which was called actually so called Title. Why are there so many bad men leaders or bad you know, male leaders? Oh, yeah. Yeah, was a really interesting book with a lot of metadata in it. And his theory It was, which was documented beyond belief was that it's not that men are horse leaders that it's that organizations are very poor at spotting, overconfidence in men, very poor, and they assess someone's confidence. Women seem less confident because they tie their confidence to their competence. Whereas over competent men do not tie their confidence to their competence. They just, you know, skate by women do not succeed when they're overconfident. Probably the only high profile example of it in the last decade would be Elizabeth Holmes Theranos overconfident delusional. Well, I'm not a psychologist, I can't say that. But overcome, I



Jacob Morgan 26:03

think I agree with you on that.



26:07

Overconfidence is often quite delusional, it's not tied to competence. So he quotes, I believe, Susan Fiske at length about that, and that overcome confidence is, is generally not a warm and fuzzy character, character at all.



Jacob Morgan 26:30



Jacob Morgan 20:50

Yeah, it's a pretty, it's pretty interesting research that she did where she looked at. And I mean, people can Google this, I don't want to like misspeak for her. But it seems like the two kind of general attributes of people were warmth, which I guess we could attribute or classify as mainly soft skills, and competence, which is being good at your job. And I believe what she said is that when you first meet somebody, what you notice first is their their warmth. And then if you notice that they're warm, then you kind of switch over and you pay attention to their competence. And she had this really interesting framework on what happens if you, you know, if you display competence first and not more versus warmth than not competence. But it was interesting, because there is something still to be said for competence, right? I mean, you still have to be good at your, at your job. And I feel like in a lot of organizations, maybe we forget that sometimes. And sometimes we attribute lack of success, or lack of promotion, or lack of whatever to different attributes, but people still forget, you have to be good at your job. There is no sub, regardless of what you talk about, there is no substitute for being good at your job.



27:42

Definitely. And for music tomorrow shows that in fact, success over a period of minimum 10 years is absolutely tied to competence, which is why companies tend to blow up when they bring in the overconfident, male leader whose confidence is not rooted to not tethered to any kind of competence. So yes, competence is still the measure the primary measure of a person's success. But it's interesting to look at warmth. And I'm going to I'm going to check up the research. Thanks for that.



Jacob Morgan 28:29

Yeah, it's an older paper that she did I think she she did some work with Amy Cuddy on there actually just spoke with her a few days ago with with a Susan Fiske. And it's it's pretty interesting research still very relevant today. And as I mentioned, I'm working on this book on vulnerabilities. There's a lot of a lot of relationships there between those, those two themes. I was curious, so you mentioned you do a lot of coaching for executive leaders, specifically for female leaders, when they come to you what, what are they asking you for the most? What's the biggest area where you are seeing that they need help with or they're challenged with?



29:03

Well, what they're asking for, and what I see that they need help with tend to be two different things. Usually, they come to me, and they have so strongly identified with a couple of the habits and how women rise which has been so influential. They identify with a couple of those habits and they think I need to work with this woman, you know, so they'll say, you know, I've reluctance to claim my treatments, whatever it is, that conciseness is a big one rumination but once I start working with them, what I generally see is that they need support in navigating the political currents and shoals of their organizations. Either they are idealistic and feel that, you know, organizations shouldn't be political or you know, it should all be you should only be judged purely on your comp attendance and how well you did. And I can't believe that they promoted this guy when my scores were and etc. And so it's that that navigation of politics, it can be idealistic, or it can just be a lack of willingness to engage in it, rather than an acceptance of this is how it is. And these are the people, this is where the power is vested in



this organization, and what will be my path to be to access some of that power, what relationships will be useful to me, in carving up the kind of career here, that will give me the maximum ability to fulfill my talents. So that's where I see. And it's something I love to work with. So that's where I see some of the primary issues. And then some of those behaviors will often stem from that unwillingness to engage in the political environment or to to judge the political environment.



Jacob Morgan 31:13

It's interesting, because now I think in a lot of organizations becoming more political and more polarized, more hard conversations more taking a stance on issues, it's becoming even harder to avoid these conversations, and you're kind of thrown into them. So perhaps that perhaps that could also be an issue of struggling in that area. But I guess one thing is good. We have seen more female CEOs in Fortune 500 roles, I think, over the past year or so, which has been reassuring. So hopefully, some progress is being made.



31:49

I think so. I mean, again, you know, I'm looking at this from the long view as someone who's been in for 35 years. And it always astounds me when I go to a conference or do a zoom event, and someone says, you know, I can't believe you know, nothing has changed. Are you kidding me? I was there. Are you kidding me? I was, I was there, I was working in advertising in the Mad Men era madman era, it is a very, very different world, what is acceptable is different. No, it's it's a much better environment today. And the, you know, the diversity of people, makes it a more volatile environment and makes us have more likely to be, you know, have to deal with certain things that may trigger other people. So we want to have an awareness of that. So it's a complex environment, for sure. But it's a much more positive environment for women, but any other kind of outsiders to the historic leadership mainstream to to operate in.



Jacob Morgan 33:03

Yep. Yeah, couldn't agree more. So for men listening to this, who are like, oh, you know, why should I care about this? Why? Why do I need to know about the the challenges? And you did mention that some of these are applicable to men as well. But there might be some guys out there who are like, yeah, that's not relevant for me. Why should they care?



33:22

It's very relevant because men today are seeking and can gain benefit by being viewed as skilled and effective. Champions, supporters, mentors, sponsors, for women. It's something that organizations value. And men can so easily get a good reputation as a champion of women. It's really quite extraordinary. And so an awareness of the internal barriers that hold women back is really, really valuable. Let me give you an example. Speaking the other day with a woman who had been the superintendent of the Coast Guard Academy, she's so far the only woman to had a major US Military Academy. She had an extraordinary career solo command of an icebreaker when she was 26, etc. And she was working in DC at one point in her career, and she loved the

job but found it challenging. And she got a call one day from her. I think it was an admiral who was her, not direct boss, but one level up and he called her in to his office and he said, the Secretary of Transportation who's in charge of the whole coast guard, the Secretary of Transportation is very interested in having a meeting with you. Looking at you as a potential Chief of Staff And she said, Oh, well, you know, I just got to the job that I'm in now, and I'm still learning it. And I don't think I'm ready for that. And please thank the Secretary. But I'm sure there are people here who are more qualified. This is very common with women very common. I'm not ready, people would see me as loyal, et cetera, do I have every single skill to walk into that job on day one, and be ready to do it at the at a superb level? So he's, he said, Okay, she walked away, she felt a little bad about it, and worried that it would undermine her with him. And he talked to a couple people and they said, Well, you know, this typical women do this. So he picked up the phone the next day, and he said, Sandy, let me rephrase my question from yesterday. When are you available to meet with the Secretary of Transportation? So what do you say to that? Okay, this is the day she got the job, she was enormously successful with it, he showed up at our installation, the Secretary of Transportation showed up when she was installed as the service academy. And it was huge success for everyone. But he did that because he'd been clued in, you know, women do this. This is not uncommon for women to hesitate when offered a promotion. So these kinds of things really helpful as a boss, as a colleague, as a peer, as a direct report, it's very helpful to understand some of these classic things that are internal barriers for women, but certainly in any kind of possessive position as a mentor, or suppose a sponsor, really, really key for men. And this has been one of the delights of this book, is that at most of the events, I've done, men have showed up actively ask questions. It's been, you know, been quite remarkable.



Jacob Morgan 37:13

Remember to go to help my culture.com If you want to get access to my brand new eight part completely free training series on how to create an amazing corporate culture, while avoiding the pitfalls that make for a toxic one, not only will you hear from me, but you will hear from best selling authors, including Daniel Coyle, who wrote the culture code. And Erin Meyer, the best selling author of the Culture Map and no rules rules, you will also hear from Mark Randolph, the first CEO of Netflix, and Jim Appleman, the CEO of PTC, again, you can get access to all of this completely free by going to help my culture.com I hope you find the video training series useful. There was one or two others that I wanted to touch on as far as the habits just because I noticed that people close to me have done this as well. One of them is minimizing. And the way that I interpret minimizing and the way that I see it happen is when I'm in conversations with someone, and she will say oh, so and so did this, but But it's okay. Or, you know, so and so it doesn't like that, but it's alright, it's fine. And I always hear that, and I'm like, Is it fine? Is it really fine that they're doing that? Like? Is that really okay? And I feel like it's a very common one? Can you talk a little bit about that for a minute?



38:33

Sure. It's a very common one, minimizing is very common. The way you framed it is, is common. It's, I don't want to have to deal with this. So I'm going to say this had minimal impact on me, rather than thinking, okay, that really had an impact on me. I need to make a decision, if and how I'm going to deal with it. So instead of that, that's that kind of fear of confrontation. It also manifests in a lot of verbal and small, verbal and even body language ways that don't

serve women. Well. And it's very common, especially earlier in your career. You know, oh, do just have a moment, or I only have one quick question. This will take two seconds. It's a way of minimizing the importance of what you're going to say, Oh, this is this is so tiny, tiny, tiny, it won't take any of your valuable time. So that's very, very common way of doing that. Or even starting in a meeting you bring up a point. This may not be important, but yeah, okay. If it's not important, don't bring it up. If it may be important, how about just this may be important. I want to draw your attention to it. So it's kind of a to some extent, a refusal to be able to stand And behind what you say, the other way it manifests that refusal to stand behind what you say, is where you back off prematurely. I did a lot of this early in my career, I bring something up, it wouldn't get an immediate positive response. Oh, well, it must be a bad idea. Okay. It often wasn't, it was often a really good idea, but the people hadn't had a chance to think about it. And you want to not back off that quickly. You might think, you know, what I brought up earlier, didn't get a response. I think it was a really good idea. So I'm going to go back and I'm going to think about it a little more. And I'm going to come back at this with some more information with perhaps a more, you know, building a more persuasive case. So it's taking, see what your responses are and what your what your goals are.



Jacob Morgan 40:53

Yeah, remember, I interviewed Beth Comstock. years ago, she was the vice chairman at GE. And I was asking her about that, too. And she was telling me a story about a time how she used to work at NBC. And she used to constantly pitch ideas to her boss. And her boss would say no, and instead of hearing no, she would just hear it not yet. And every time she was told no, she would go back, she would find out what the objections were, she would reformulate the idea and pitch it again. And he would say no. And she would keep doing that until finally, the CEO had no reason to say no. And he was able to greenlight her projects. And I like that kind of the determination, the mental reframe of going from no to just not yet and understanding the objections. And just really, I think it speaks very much to what you're saying.



41:42

It does. And thank you for reminding me of that. That was one of my favorite stories in her book. Was that about how we framed it from No, to not yet. And I think that's a very, very helpful observation, and I'm going to probably work it into a program I do. It's good.



Jacob Morgan 42:02

Yeah, there you go. Yeah, no, it was great. Okay, so next few minutes, I wanted to talk a little bit about action items. We talked about what some of those habits were, and there were others as well. The disease to please which was a good one putting your job before your career. And people can grab your book to learn more about what those are. My conversation with Sally continues and you won't want to miss it, where she talks about how you can share your wins in an effective way, how you can avoid the disease to please the importance of creating a to don't list and how you can actually set boundaries. This is only available to subscribers leading the future of work plus on Apple podcasts, where you will get a weekly bonus episode ad free

listening and early access to new episodes. And of course, you have my gratitude and thanks because it also allows you to support the show so that I can bring in more amazing guests. I hope you subscribe and I'll see you next weekend.