



Schachter Monthly

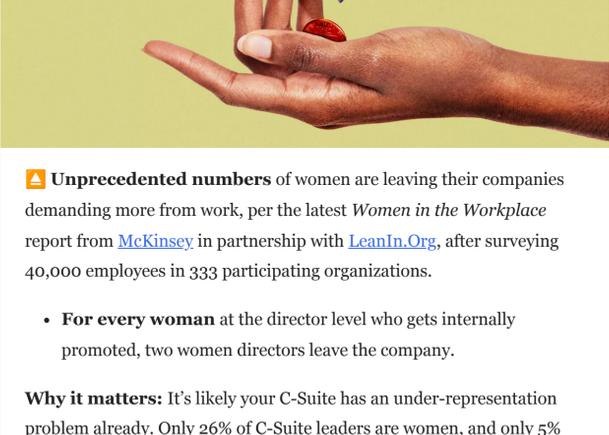
By Ephraim Schachter • Nov 22, 2022
Smart Brevity® count: 4 mins... 1024 words

Happy Thanksgiving to my senior leaders in Business, HR, Academia and Nonprofits! Here are November’s insights and actionable tools & tips.

SM’s ‘10-second polls’ are here! Have a quick look 📌 at #3. Weigh in and inform future SM content choices. I’ll circle back with interesting trends.

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1 big thing: High-performing women are deservedly fed up



Unprecedented numbers of women are leaving their companies demanding more from work, per the latest *Women in the Workplace* report from [McKinsey](#) in partnership with [LeanIn.Org](#), after surveying 40,000 employees in 333 participating organizations.

- **For every woman** at the director level who gets internally promoted, two women directors leave the company.

Why it matters: It’s likely your C-Suite has an under-representation problem already. Only 26% of C-Suite leaders are women, and only 5% are women of color.

- **Women are as ambitious** as men, the study finds.

The reasons leading to women’s defections are insidious and strike me as diminishing of them and their contributions:

1. Colleagues imply that they aren’t qualified for their jobs.
2. They get mistaken for someone more junior.
3. They support employee well-being and foster DEI, and it goes unrewarded at performance evaluation time.
4. Per my [August issue](#), women CEOs are given fewer chances.

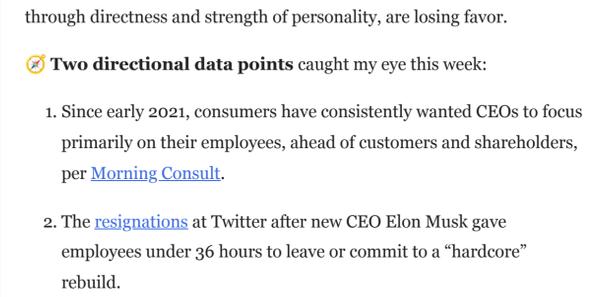
Small but illustrative example from the Health Sciences: Women were [less likely than men](#) to be introduced by their professional titles at an international science conference.

My advice to my C-Suite clients: Attend to your women’s leadership pipeline. Realize it or not, the talent drain has begun.

Honor Roll: Two great initiatives I’ve learned about that address the pipeline at different stages:

1. The Association of American Cancer Institutes’ *Leadership Diversity and Development Initiative (LDDI)*.
2. theSkimm’s [#ShowUsYourLeave](#) paid family leave advocacy.

2. ‘My way or the highway’ is over



CXOs with a dominant style of influence, who drive results through directness and strength of personality, are losing favor.

Two directional data points caught my eye this week:

1. Since early 2021, consumers have consistently wanted CEOs to focus primarily on their employees, ahead of customers and shareholders, per [Morning Consult](#).
2. The [resignations](#) at Twitter after new CEO Elon Musk gave employees under 36 hours to leave or commit to a “hardcore” rebuild.

Why it matters: After years of lip service to Employee Engagement survey results dutifully presented in PowerPoint decks, it’s time for senior leaders to adapt to a shifted power balance.

- If you’ve been leading with “my way or the highway,” look up and you’ll probably see more taillights en route to the Interstate.

Zoom out: There are a handful of rational reasons you’ve gotten comfortable with command-and-control:

- You’re all about driving results and value a proactive work environment.
- You like your reputation as a straight shooter.
- Up until now, you’ve been rewarded for it.

My POV: Get ahead of this now and change. Think *pull* instead of *push*.

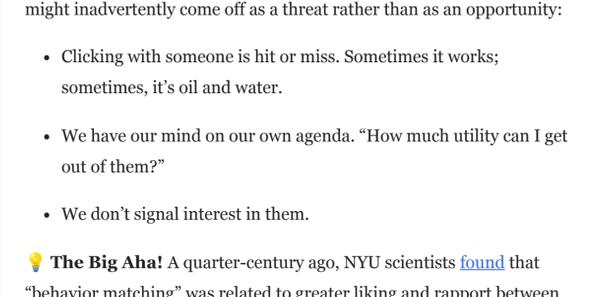
1. **Shift Your Mindset:** Choose the leadership posture of a statesperson; not an insurgent.
2. **Pay Attention:** Plug into your colleague’s objectives, needs and aspirations.
3. **Use the Right Tools** for the job: Put down the hammer and try a wrench or screwdriver sometimes for better precision.

Go deeper: My take on “*Will Your Decisiveness Kill Your C-Suite Promotion*” [here](#).

3. Our 10-second poll: C-Suite focus



4. November pro tip: How to accelerate trust



Trust is essential to move your agenda at work. It is built through repeated confidence-building interactions typically over an extended period of time.

- **Why it matters:** Professionals who can earn trust quickly will increase their effectiveness earlier.

It’s hard to establish trust. There are three predictable reasons we might inadvertently come off as a threat rather than as an opportunity:

- Clicking with someone is hit or miss. Sometimes it works; sometimes, it’s oil and water.
- We have our mind on our own agenda. “How much utility can I get out of them?”
- We don’t signal interest in them.

The Big Aha! A quarter-century ago, NYU scientists [found](#) that “behavior matching” was related to greater liking and rapport between study interactants.

- In other words, mirroring your colleague’s behavior is proven to build trust unconsciously, i.e., independent of cognition or persuasion.

Behaviors to mirror fall into three buckets. Sync up with these categories:

1. **Their look:** take on your colleague’s posture, position and breathing.
2. **Their sound:** calibrate to their volume level, speed of speech and amount.
3. **Their content:** find opportunities to affirm words or phrases they suffuse with meaning, and their degree of directness.

Go deeper: Read this [classic interview](#) with UCLA neuroscientist Marco Iacoboni regarding mirror neurons.

5. Career Corner: Inventory your talents

Motivated Talent Inquiry				
Talent Category	Your Specific Talent (1 per cell)	How It Manifests	Importance (I: Include N: Neutral A: Avoid)	Notes
Cognitive				
Strategic				
Business				
Interpersonal				

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! Many experienced senior leaders consider potential job offers without a rigorous process for decision-making.

- **Why it matters:** They risk sub-optimizing their selection. One key shortcoming is in assessing how happy a particular job will make them.

My thought bubble: Some people do more research when planning a weeklong family vacation than they do evaluating a prospective job.

- They later bemoan that the new gig is as unsatisfying as the last one!

The bottom line: While a new job is not a life sentence — and making the wrong decision won’t cause irreparable harm — it certainly warrants an upfront deep breath and thoughtful evaluation.

My POV: Inventory your talents to maximize the ones that most motivate you. Subject each job opportunity you pursue and each offer you consider to this consistent rigor:

1. List your talents per category. At a minimum they should touch on your cognitive, strategic, business (think commercial), and interpersonal skills.
2. Reflect on how those talents manifest, i.e., how they show up at work.
3. **The key step:** identify whether it’s important for the new job to include or avoid those skills. Mark those that strike you as neutral, too.

Feel free to use our tool displayed above.

🍂 Happy Thanksgiving! See you in December!

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💡 **Parting wisdom:** “*The best way to predict your future is to create it.*” Peter Drucker

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