How to get the recognition you deserve at work

Lean In Circle Discussion Guide For All Women
# How to get the recognition you deserve at work

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## Meeting agenda  approx 80 mins

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For Circles with only 60 mins, here are suggestions to shorten this agenda:

- Encourage members to watch the video in advance
- Spend 5 mins on member updates
Member updates

Go around your Circle and share personal updates. As a general rule, personal updates should be brief and focus on big changes and important decisions in your life. (It's okay not to have one every month!) If you have a One Action update, share that with your Circle.

Watch video 8 mins

Women face challenges that men don't face when it comes to getting the recognition they deserve at work. This is due to performance bias, an incredibly common bias across many cultures.\(^1\) It's the false belief that men are more intelligent, more talented, and more naturally suited to achieve and lead than women.\(^2\) Women with traditionally marginalized identities, such as women with disabilities, can experience additional layers of this bias. They are more likely to have their judgment and competence questioned and to hear others express surprise at their language skills or other abilities.\(^3\)

Icebreaker 10 mins

Go around the room and have everyone answer these questions:

- What is your greatest professional ambition?
- Why does that motivate you?

“I constantly ask for feedback from my boss. In many situations, that allows me to act on his feedback and maneuver, fix things, or just act in a different way. I report back to him and he's able to see how I react to problems, and that’s helped me to gain his trust.”

Clari Bravo García, Entrepreneur, Energy Industry, Lean In Network Leader, Mexico (she/her)
Discuss strategies to overcome performance bias

We can face performance bias in many contexts: when we’re passed over for a promotion, when we receive an unfair performance review, or when colleagues mansplain to us or question our judgment in areas we know well. So it’s a good idea to think about what strategies you’ll use to combat performance bias when it happens—and protect yourself against it by building a reputation for excellence.

Below is Lean In’s list of tips for reducing the impact of performance bias on your career. Read the key takeaways below and discuss as a group:

- Which of these strategies do you think will be most effective in your workplace?
- What additional strategies have helped you get the recognition you deserve?

Key takeaways from video

1. If you doubt your own abilities, take steps to build your confidence.
   - Remind yourself that lacking confidence is not a reflection of your abilities. Understand that you might lack confidence because of sexist or discriminatory messages you’ve received.
   - Review evidence of your strengths to build your confidence back up.
   - Prepare as much as you can in advance for meetings, public speaking, or difficult conversations.
   - Refuse to let insecurity hold you back and choose to act anyway. Taking a small step can lead to bigger things.

2. When someone questions your competence, push back strategically.
   - Ask specific follow-up questions. This can help the person recognize that their assumptions might be wrong.
   - Be prepared ahead of time. Regularly review evidence of your skills and achievements so you have them top of mind.

Continue activity on next page
3. Take proactive steps to make it more likely your work will be recognized.
   - Align with your manager on what strong performance looks like in your role.
   - Talk to your manager about your performance on a regular basis.
   - Look for opportunities to share the impact of your work with colleagues.
   - Build relationships with colleagues who can advocate for you. (To learn more about building these relationships, we encourage you to watch our How to find sponsors who'll accelerate your career video and do the activities in the discussion guide).

“I was promoted last year. Months beforehand, I told my manager that I'd like to go for the next step in my career. After that, I found opportunities to prove myself, advocate for myself. I was intentional about growing new skills. And because of that, I had more opportunities to lead projects and join leadership meetings. Then, right before my performance review conversation, I sent an email to my manager and really advocated for myself, my achievements, and my progress.”

Di Hu, VP, Education Administration, Lean In Network Leader, Washington, DC, USA (she/her)
1. **Plan to share out recent achievements**

    - Spend a few minutes writing a longer list of recent work-related achievements that you did not get full recognition or credit for (e.g., a recently completed project, a client meeting that went well, a higher-than-usual metric).
    - Go around the room and have each Circle member read their list.
      - After each list is shared, the group should weigh in on which achievements they admire most.
    - Then, write out some notes of how you would communicate one of the achievements to your manager, supervisor, client, or team.
    - In writing your notes, think about these questions:
      - How did the achievement impact your organization and advance its mission?
      - Which other team members can you praise for their contributions?
        - List their names and contributions to help you get a clear picture of who did what.
        - Note: Research suggests that it’s important for women to celebrate their colleagues and talk about shared goals whenever they promote their own achievements. This is because it can help to defuse sexist backlash that can sometimes crop up when women talk about their own accomplishments.
      - If it makes sense after sharing your achievement with a manager or supervisor, you may want to follow up with a question like, "How high would your rate this achievement in terms of priority for this role?" or "Would you say this achievement aligns with your biggest priorities for me in this role?" That can help keep you and your manager aligned on your path to success.

2. **Discuss as a group**

    Go around the room and share your message or announcement. Celebrate each person for what they’ve accomplished.
One Action

- Think about one concrete action (big or small) you’ll do to step outside your comfort zone or try something new in the next 30 days.
- You might want to commit to sharing out an achievement you’d like more recognition for, as you planned today in Activity 2.
- When you meet next time, you can check in on each other’s progress.

“I highly suggest everyone have a Brag folder or a Confidence folder or whatever, and just stick all that good stuff in there, no matter how small, no matter how big. If you’re having a bad day or if you feel like you don’t bring value to the team, open up that Brag folder and just read all the stuff you have in there.”

Gladine Frasso, Regional Manager, Environmental Health and Safety, Lean In Network Leader, Virginia, USA (she/her)

Congratulations on a great meeting!

Endnotes
