



#MentorMondayMT

Organizer Guide & Event Kits

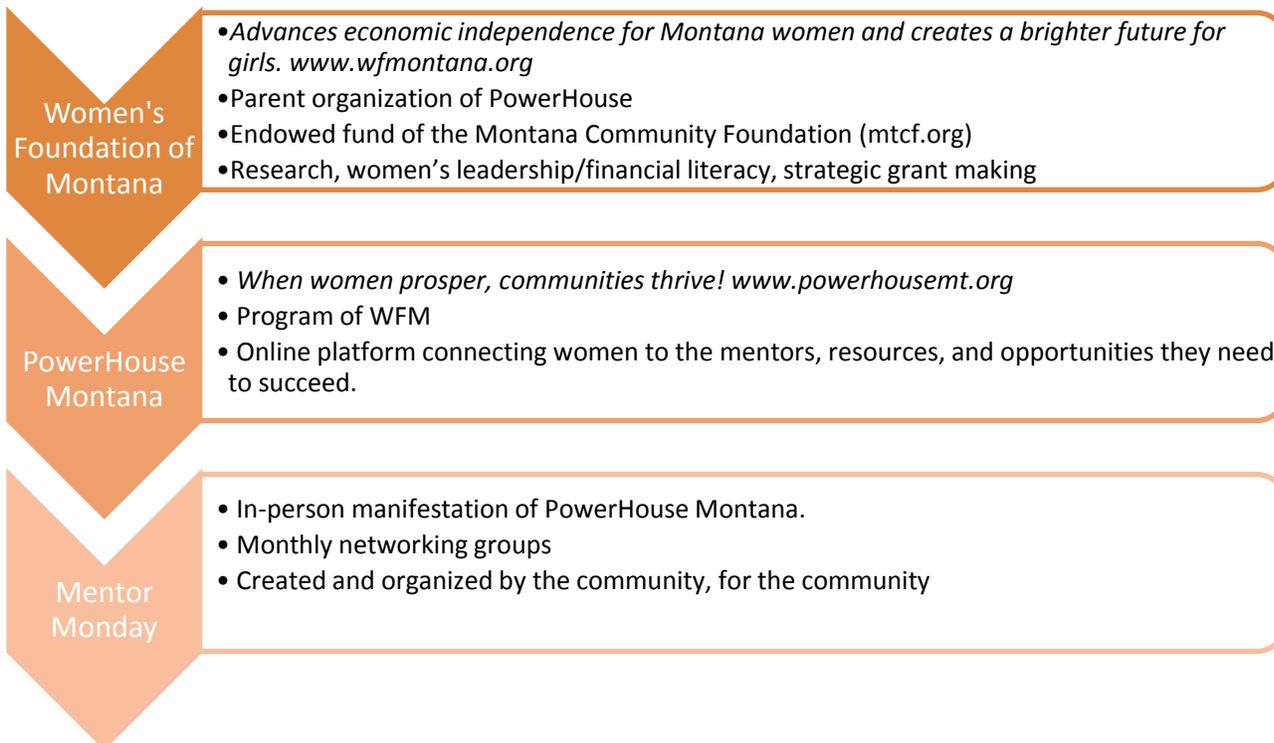
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Introduction to the Women's Foundation of Montana and PowerHouse Montana



The Women's Foundation of Montana's work benefits women and girls as well as our communities overall. As the *only* statewide fund dedicated to funding for women and girls, donations are leveraged through our endowment. Our research, initiatives and grant-making are focused on lasting change for women and girls. We believe increasing philanthropy to support the women of Montana benefits us all.

The Foundation promotes economic independence through advocacy, research and education. Our research, such as the [Status of Women in Montana Report](#), identifies the needs of Montana's women and girls to inform grantmaking and provide philanthropists with tools they need to impact social change. We provide data that informs policymakers and nonprofits serving women and girls in Montana and raises the profile of women's challenges, inspiring public discourse and ultimately creating solutions.

The Foundation also invests in non-profits across the state by providing grants in support of systemic change, financial education, STEM (Science, Technology, Engineering and Math) Programming and opportunities, and women's entrepreneurship.

The Women's Foundation of Montana works to increase the number of women in leadership by supporting leadership programs, as well as hosting our own [PowerHouse Montana](#) initiative in support of women's leadership and entrepreneurship. It has two goals in mind: (1) connecting Montana women with the resources, mentors and opportunities they need to create thriving businesses and thriving lives, and (2) increasing the number of Montana women in leadership by providing a go-to source for organizations and companies looking for their next CEO or board chair.

Keys to Success



Thank you for partnering with us to advance Montana women's leadership and entrepreneurship, because when women prosper, communities thrive! The goal of #MentorMondayMT is to encourage mentorship and connections across the state of Montana through local meetups. PowerHouse MT hopes to engage a diverse audience at these events to reach individuals across industries and experience levels.

Defining success for these events will be very much tailored to the community. You know your community best, and so that's why we've trusted you to come up with the topics and activities that would be most beneficial. For tracking purposes, we will be asking for some information such as how many people attended, how you felt the event went, and overall feedback.

General guidelines:

1. #MentorMondayMT will happen the **fourth Monday of each month**. Since it is a volunteer-run movement, if no one steps up to organize, #MentorMondayMT won't happen in that community that month.
2. **Secure a location and time by the 10th of the month**. Have sent that information regarding the format to the Women's Foundation of Montana designated staff member as soon as possible so they can start promoting the event.
3. Events will be happening across the state, connected through social media with the hashtag #MentorMondayMT. We love seeing photos—please share!
4. We recommend organizers work within a group to support each other; we will connect you with others in your community who are able to help. You can also connect with current and past organizers via the [#MentorMondayMT Organizer's Lounge](#).
5. The purpose of #MentorMondayMT is to help women find mentors and make connections. We recommend you have a welcoming environment for all.
6. Providing food and drinks is recommended, but not required.
7. Provide nametags of some sort.

Basic Event Format Template

Feel free to adjust as necessary.

0:00-10:00 Welcome, talk about PowerHouse Montana and read this script:

PowerHouse Montana is an initiative of the Women's Foundation of Montana with two goals in mind: (1) connecting Montana women with the resources, mentors and opportunities they need to create thriving businesses and thriving lives, (2) increasing the number of Montana women in leadership by providing a go-to source for organizations and companies looking for their next CEO or board chair.

The Women's Foundation of Montana believes that women are one of our greatest untapped resources. PowerHouse Montana is tapping into that resource. If you've been wondering what will fuel the next phase of economic growth and social innovation in Montana, look no further. Join PowerHouse Montana today at www.powerhousemt.org.

10:00-20:00 Ice breaker question—dig deep for a meaningful question that relates to your topic to get everyone in the right mindset.

20:00-60:00 Activity or Presentation

60:00-90:00 Debrief/Q&A/networking

TOPIC: Being Your Own Best Compensation Advocate

Overview

Women are far less likely than men to negotiate their wages at work, which can cost them almost a half of a million dollars in savings over the course of their career. In a 2007 study of graduating MBA students, one half of the men negotiated their job offers as opposed to one-eighth of the women. So why leave money on the table? In numerous studies, the “social cost -- meaning the low inclination of others to want to work with this person after seeing them negotiate--of asking for more compensation is found to be much higher for women than it is for men, in most circumstances.

Interestingly, other studies have shown that women are extremely successful when assertively advocating for *others*, just not for themselves--a trend that does not appear with men. While it's easy to see *why* women don't negotiate for themselves, it's important that they do: women have to work on average 8 years longer than their male counterparts to be just as wealthy at retirement, women who negotiate demonstrate their value to their employers, and it can help close the gender pay gap. This is just as relevant for women working in corporations as it is for female entrepreneurs and freelancers.

Objective

- Participants will evaluate wages and benefits and determine if they are being compensated fairly
- Participants will determine what impact an increase in wages or benefits would have
- Participants will learn how to negotiate compensation and ask for more

Online resources

- www.payscale.com - research and compare average salaries based on job, education, experience
- <http://theworthproject.co/> - The Worth Project, Wage Negotiation Guide
- http://womenforhire.com/negotiating_salary_benefits/negotiating_salary_101_tactics_for_better_compensation/ - Negotiating Salary 101: Tactics for Better Compensation
- <http://idealistcareers.org/common-job-benefits/> - Common Job Benefits

Video

- <https://www.youtube.com/watch?v=JBC-3gyW2vY> – Top Salary Negotiation Tips for Women (Kellogg School of Management)
- <https://www.youtube.com/watch?v=nFAn4SP6ngQ> - Don't Undervalue Yourself, with Ramit Sethi
- <https://www.youtube.com/watch?v=Lm7T8vGModU> - Ask Ramit: How can I negotiate salary when they tell me they can't pay more?

- <https://www.youtube.com/watch?v=Rbw5VkddxHA> – PowerHouse Master Negotiation Skills webinar, April 2016

Sample discussion questions

What reasons keep me from pressing my boss for fair pay?

What impact would an increase in wages/benefits have on my life? What debts could I pay? How much more could I save?

What do I and other PowerHouse women need to do to eliminate each reason for inaction -- build allies? Learn to negotiate more effectively?

Does my employer use excuses not to pay me fairly? What's wrong with this excuse? What do I need to counter this excuse?

How have other women successfully pressed their employers to be paid fairly? Has anyone successfully negotiated wages/benefits? In a job interview? After being in the position for a while?

What key phrases can we use when initiating a negotiation?

What is the difference between asking and negotiating?

What are my employer's needs, and how can I uniquely fulfill them?

Activities

Being Your Own Compensation Advocate worksheets

Role playing: Split up into pairs and pretend as if you are speaking to an employer, negotiating wages or benefits. Make your case and give your reasons, and try to focus on collaboration with your employer versus simply compensation. Your partner will then give feedback on your argument, and then switch partners.



Being Your Own Compensation Advocate

Identifying Your Needs

Wages

Use one of these calculators to determine what the average salary for your position is in your area:

1. www.payscale.com
2. www.salary.com
3. www.indeed.com/salary

What is my salary now? What should I be making? Could I ask for more? If so, how much more do I feel comfortable asking for?

Benefits

What benefits are most important to me? What are less important? What is not important to me now, but might be in the future?

Ex: I'm a single woman with no children at the moment, however one day it is important for me to have the option of paid maternity leave. I don't get sick often so I will negotiate for paid maternity leave in exchange for fewer sick days.

Type of benefit	Most important to me	Less important to me
Health insurance plans		
Dental or vision insurance plans		
Life or disability insurance plans		
Maternity, paternity, adoption leave (paid or unpaid)		
Sick leave		
Vacation leave		
Flex time		
Professional development		
Retirement plans		
Child and elder care benefits		
Other?		



Being Your Own Compensation Advocate Identifying Your Value and Crafting Your Story

(Source: She Negotiates)

“Of course you realize that you’re hiring me to run your deal team so you want me to be a good negotiator.” – Sheryl Sandberg negotiating her salary at Facebook

Part One: Tracking Results & Accomplishments

1. What did you accomplish this year both professionally and personally?

2. What values do your accomplishments reveal?

3. What kinds of results do you produce repeatedly? (Build great teams, turn bad writing into good, etc.)

4. What do your accomplishments and results reveal as your most consistent strengths?

5. What strengths do you wish you could employ more frequently?

What are the repeating themes? (*Risk taker, builder, synthesizer, leader, supporter, healer, etc.*)

Part Two: Craft Your Story

In the first part of this exercise you’ve been gathering data and evaluating it for themes, values, results and strengths. You’ll now take it a step further and craft a story that conveys the value of your recent accomplishments, wins, or milestones in a way that is beneficial to your conversation partner. **What are your employer’s needs, and can you demonstrate how you can uniquely fulfill them?**

Introduce your theme and describe the people/players involved and the challenges you had to navigate. Describe how you helped solve the problem, and/or what you earned that caused a change in your perception or behavior. When your story is complete, ask yourself, “Does this story benefit the listener?”

TOPIC: Closing the Leadership Gap

Overview

Women are much less likely than men to be considered leaders—and there is evidence of this across all sectors. Only 5% of the companies in the S&P's 500 index had female CEOs in 2015, according to Catalyst. In a 2015 Massachusetts study of nonprofit board of directors, only 21 out of 151 organizations studied had boards with at least 40 percent women (Boston Club). Women make up only one in five members of the US Congress, and only six states currently have female governors (Center for American Women and Politics). This gap is also apparent in unions, religious institutions, the legal profession, academia, and many other professions. This problem is even more acute when looking at numbers of Asian, black, and Hispanic women holding leadership roles. This leadership gap contributes to the pay gap and perpetuates gender stereotypes.

There are many possible explanations: persistent discrimination, both subtle and overt, caregiving and women's "choices" between family and career, stereotypes and bias, lack of effective networks and mentors, and lack of confidence in their own abilities. When there are women in leadership roles, they are expected to exhibit stereotypically "masculine" traits: aggression, volume, willingness to engage in conflict, etc, which certainly isn't the only type of effective leader. In fact, when women exhibit these traits they can sometimes be deemed abrasive and unlikeable, which can deter women from seeking leadership roles.

Objective

- Participants will discuss barriers to women leading in the workplace and determine real steps to overcome them.
- Participants will determine what makes an effective leader and come up with ways to implement it in their own lives.
- Participants will learn about different leadership styles and determine which suits them the most.

Online resources

- <http://redshoemovement.com/leadership-style-quiz/> - leadership style quiz
- <https://www.fastcompany.com/3058388/why-the-gender-leadership-gap-is-so-much-worse-for-women-of-color> - Why the Gender Leadership Gap is So Much Worse For Women of Color
- <https://www.forbes.com/sites/jeannemeister/2015/10/08/the-future-of-work-three-questions-women-should-ask-their-leaders/#35851b502263> – Three Questions Women Should Ask Their Leaders

- <https://www.theatlantic.com/business/archive/2016/08/what-do-women-leaders-have-in-common/492656/> - What Do Women Leaders Have in Common?
- <https://hbr.org/2013/09/women-rising-the-unseen-barriers> - Women Rising: The Unseen Barriers
- <https://www.forbes.com/sites/friedaklotz/2011/11/08/why-women-make-better-leaders/2/#7cdff5d01c70>- Why Women Make Better Leaders

Video

- <https://www.youtube.com/watch?v=18uDutylDa4> – Why We Have Too Few Women Leaders, Sheryl Sandberg (TED Talk)
- <https://leanin.org/education/introduction-to-centered-leadership/> - Introduction to Centered Leadership

Sample discussion questions

What concerns or anxiety does the thought of being a leader give you? How can you combat these concerns?

Do you believe that women are judged more harshly than men? How likeable are the women you know who are in positions of power? How important is it for you to be liked by your peers?

Have you passed up opportunities because you felt unsure or insecure? Have you seen others pass up opportunities they should have seized?

Share a time when you challenged yourself. Did you succeed or fail? Did it make you more likely to challenge yourself in the future?

Have you pulled back from seeking new challenges in anticipation of making room for a family?

What can men do to help create more equal workplaces and families? What can women do to help create more equal workplaces and families?

What role do you think female leaders have played in your own professional development? How important to do think women in leadership really is?

How comfortable do you feel with your leadership style? Are there elements of other leadership styles that you could adopt on an “as needed” basis to be a more effective leader?

Is your organization open to different leadership styles or does it favor leadership development or leadership training for future leaders to ensure that they all maintain a similar style?

How do we inspire other women to take positions to leadership? What goals can we set for ourselves?

Activities

Closing the Gender Leadership Gap worksheet: Blake and Mouton Managerial Grid Leadership Self-Assessment Questionnaire

Additional activities:

Stand by your quote: Place thoughtful leadership quotes on the walls--leave plenty of room between the quotes and make certain the print is large. It works best if the quotes touch on different aspects of leadership; in short, have a variety of different quotes. Ask the participants to leave their chairs and walk around the room reading each of the quotes (there is no particular order). Then have them stand by one quote that resonates well with their personal views on what makes a good leader. When all participants have selected a quote (you can have more than one person by a quote), have each explain to the group why his or her chosen quote is important to them--share a leadership insight.

Leaders you admire: Divide the group into small groups. Ask participants to share a story about the best or most influential leader that they have encountered. After each story, identify leadership characteristics by asking the question: "What was it that made this person such an effective leader?" Then as a group, identify the traits that all the leaders seemed to share. All groups then write the shared traits on a white board. You can use this traits list as a springboard to explore more about what makes a good leader. Option: You can ask the groups to share stories about the worst leaders they have encountered. You will get some dandy stories.

Extending leadership learning beyond the workshop: Ask the participants to mark twelve different days on their calendar spread out over four or six months. At the end of each marked day, participants should write down some leadership behavior (either positive or negative) that they exercised during that day. Each behavior should be followed by a reaction statement that answers two questions: "How did I feel about my action or behavior?" and "How does this action or behavior jive with what I know about leadership best practices?" Option: On each marked day, the participant can send his or her personal leadership comments to a selected partner from the original workshop. This is a good method for accountability and feedback.



Closing the Leadership Gap

The Blake and Mouton Managerial Grid

Leadership Self-Assessment Questionnaire

Below is a list of statements about leadership behavior. Read each one carefully, then, using the following scale, decide the extent to which it actually applies to you. For best results, answer as truthfully as possible. There is no right or wrong answer!

never		sometimes		always
0	1	2	3	4
		5		

1. _____ I encourage my team to participate when it comes decision-making time and I try to implement their ideas and suggestions.
2. _____ Nothing is more important than accomplishing a goal or task.
3. _____ I closely monitor the schedule to ensure a task or project will be completed in time.
4. _____ I enjoy coaching people on new tasks and procedures.
5. _____ The more challenging a task is, the more I enjoy it.
6. _____ I encourage my employees to be creative about their job.
7. _____ When seeing a complex task through to completion, I ensure that every detail is accounted for.
8. _____ I find it easy to carry out several complicated tasks at the same time.
9. _____ I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.
10. _____ When correcting mistakes, I do not worry about jeopardizing relationships.
11. _____ I manage my time very efficiently.
12. _____ I enjoy explaining the intricacies and details of a complex task or project to my employees.
13. _____ Breaking large projects into small manageable tasks is second nature to me.
14. _____ Nothing is more important than building a great team.
15. _____ I enjoy analyzing problems.
16. _____ I honor other people's boundaries.
17. _____ Counseling my employees to improve their performance or behavior is second nature to me.
18. _____ I enjoy reading articles, books, and trade journals about my profession; and then implementing the new procedures I have learned.

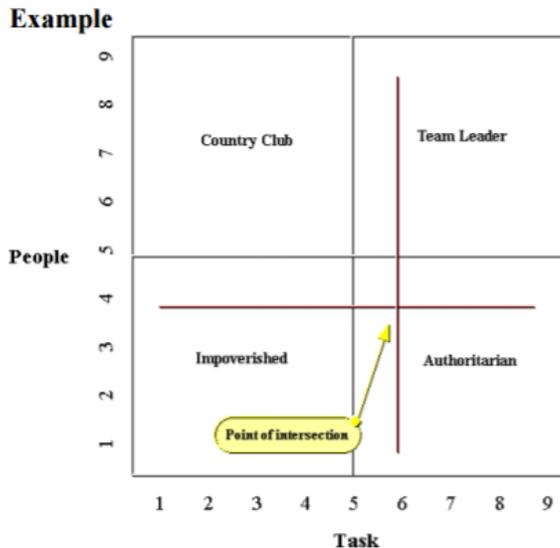
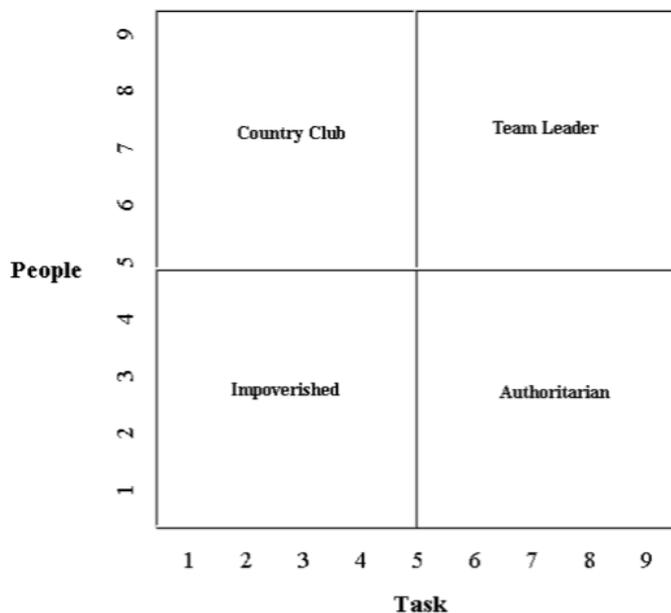
After completing the Questionnaire, transfer your answers to the spaces below:

<p>People</p> <p>Question</p> <p>1. _____</p> <p>4. _____</p> <p>6. _____</p> <p>9. _____</p> <p>10. _____</p> <p>12. _____</p> <p>14. _____</p> <p>16. _____</p> <p>17. _____</p> <p>TOTAL _____ X 0.2 = _____</p>	<p>Task</p> <p>Question</p> <p>2. _____</p> <p>3. _____</p> <p>5. _____</p> <p>7. _____</p> <p>8. _____</p> <p>11. _____</p> <p>13. _____</p> <p>15. _____</p> <p>18. _____</p> <p>TOTAL _____ X 0.2 = _____</p>
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(Multiply the Total by 0.2 to get your final score)

Matrix Section

Plot your final scores on the graph below by drawing a horizontal line from the approximate people score (vertical axis) to the right of the matrix, and drawing a vertical line from the approximate task score on the horizontal axis to the top of the matrix. Then, draw two lines from each dot until they intersect. The area of intersection is the leadership dimension that you operate out of.



This example shows a score of 4 in the people section and a score of 6 in the task section. The quad where the two lines intersect is the leadership style, in this case -- **Authoritarian section.**

The Results

This chart will give you an idea of your leadership style. But, like any other instrument that attempt to profile a person, you have to take in other factors, such as, how your peers and employees rate you as a leader, do you get your job done, do you take care of your employees, are you helping to "grow" your organization, etc. You should review the statements in the survey and reflect on the low scores by asking yourself, "If I scored higher in that area, would I be a more effective leader?" And if the answer is yes, then it should become a personal action item.

Authoritarian Leader (high task, low relationship)

- task oriented and are hard on their workers (autocratic)
- little or no allowance for cooperation or collaboration
- they are very strong on schedules
- they expect people to do what they are told without question or debate
- difficult for their subordinates to contribute or develop

Team Leader (high task, high relationship)

- leads by positive example
- endeavors to foster a team environment in which all team members can reach their highest potential
- encourages the team to reach team goals as effectively as possible
- works tirelessly to strengthen the bonds among the various members

Country Club Leader (low task, high relationship)

- uses predominantly reward power to maintain discipline and to encourage the team to accomplish its goals.
- almost incapable of employing the more punitive coercive and legitimate powers
- fear that using such powers could jeopardize relationships with the other team members

Impoverished Leader (low task, low relationship)

- uses a "delegate and disappear" management style.
- essentially allow their team to do whatever it wishes
- prefers to detach themselves from the team process

The most desirable place for a leader to be along the two axis at most times would be a 9 on task and a 9 on people -- the Team Leader. However, do not entirely dismiss the other three. Certain situations might call for one of the other three to be used at times. For example, by playing the Impoverished Leader, you allow your team to gain self-reliance. Be an Authoritarian Leader to instill a sense of discipline in an unmotivated worker. By carefully studying the situation and the forces affecting it, you will know at what points along the axis you need to be in order to achieve the desired result.

TOPIC: Beyond the Ping Pong Table (Hiring for Diversity)

Overview

According to the US Department of Labor, only 57% of working aged women are in the workforce, and even fewer are in high-paying, full-time jobs: only 5% of companies in the S&P 500 index had female CEOs. There is significant benefit to a diverse workforce—in a study by Dezso and Ross of 1,500 US firms in the S&P, female representation in top management improved financial performance. Gallup similarly found that companies with more diverse teams have a 22% lower turnover rate and an easier time with recruiting.

Other companies don't even attempt diversifying their hiring practices, arguing that they "only hire the best candidates." What these companies don't realize is that they could be using practices that narrow their hiring pool and eliminating some of those "best candidates" from even applying. Creating more inclusive workplaces and hiring practices is not only the right thing to do, but it also boosts performance.

How to hire better:

- **Consider gendered wording in job postings** – without realizing it, are you sending cues that your workplace has the potential to be unwelcoming to women? Words such as "dominant," "competitive," and "compliant," while not inherently gendered, can make women feel unwelcome.
- **Treat your employees well** – Listen to your female employees, and counter inappropriate behavior and social stigmatization promptly and effectively.
- **Track the gender of your applicants** – not just the hires. You should be aiming for a 50/50 men-to-women ratio in your hiring pool.
- **Recruit better** – give to organizations that build a pipeline for diverse talent, use PowerHouse Montana as a resource to recruit, or host a #MentorMondayMT event in your space.
- **Prioritize quality of experience over number of years in the workforce** – since women tend to have more gaps in their work history because of parental leave, it's important to emphasize quality of work over number of years' experience.

While the practice of hiring for diversity is gaining traction, many companies still struggle to provide inclusive work environments. According to Forbes, "organizational culture has to be constantly nurtured so individuals, teams, and leadership can cultivate a great place to work." "A great place to work" doesn't necessarily mean ping pong tables and office kegs—for many women, office perks aren't as important as things such as parental leave, safe nursing spaces, and flexible schedules. When we prioritize fluff over actual human needs, we aren't creating inclusive work environments.

Objective

- Participants will discuss barriers to women entering and staying in the workforce, and determine real steps to overcome them.
- Participants will learn about effective hiring practices and evaluate their own practices.
- Participants will learn about what makes a woman-friendly workplace and determine their real human needs versus organizational perks.

Online resources

- www.powerhousemt.org – online platform of close to 300 Montana women
- <http://www.forbes.com/sites/kavigupta/2016/10/24/theres-more-to-workplace-diversity-than-hiring-enough-women/#3693f8603773> – *There's More to Workplace Diversity Than Hiring Enough Women*, Forbes
- <https://storify.com/kissane/job-listings-that-don-t-alienate> - Twitter story where people from communities underrepresented in their field shares what alienates them in job postings.
- <https://textio.com/> - a “spell checker” for unconscious bias in your job postings.
- <http://gender-decoder.katmatfield.com/#research> – another website that checks your job posting for discouraging gendered language.
- <https://powertofly.com/> - recruiting platform for organizations that value gender diversity and inclusion.
- <http://smallbusiness.chron.com/business-advantages-diversity-workplace-3126.html> - *Business Advantages of Diversity in the Workplace*, Chron
- <http://zombiejournalism.com/2014/03/tips-for-hiring-diversity-journalism/> - *If you're serious about hiring a diverse staff, try actually posting your job*, Zombie Journalism

Video

- <https://www.youtube.com/watch?v=mtUIRYXJ0vI> - The Surprising Solution to Workplace Diversity, Arwa Mahdawi, TED Talks
- <https://www.youtube.com/watch?v=ExcDNly1DbI> - Practical diversity: taking inclusion from theory to practice, Dawn Bennett-Alexander, TED Talks

Sample discussion questions

What are some of the ways you have benefited from or worked with diverse teams in advancing your career?

In your view, what are some of these systemic challenges and/or what role can male advocates and managers play in addressing these challenges?

What steps does your business take in ensuring inclusive hiring? How can your business be better?

When you interviewed for your current job, what were the demographics of the interviewer(s)?

Have you ever come across a job application that make you feel unwelcome to apply?

Does your workplace have any employee perks? What about paid leave, flex time, etc?

Do these employee perks benefit you? Which perks would you prefer to have?

What benefits would reduce turnover?

What would make your workplace culture more appealing to diverse populations? Women? People of color? LGBTQ folks?

How do you think companies can recruit a more diverse hiring pool? What can you do?

Activities

Hiring For Diversity: Job Description Exercise

Hiring For Diversity: Taking Your Places Exercise

Hiring For Diversity: Evaluating Your Office Perks Exercise



Beyond the Ping Pong Table (Hiring for Diversity) Job Description Exercise

(Source: Catalyst)

Pretend to be a mechanical engineer--would you apply for this position? Why or why not?

Company Description: We are a top engineering firm dominating the marketplace, boasting many leading clients. We are determined to lead the industry; our success stems from consistently challenging our competition.

Job Title: Mechanical Engineer

Essential Functions: Challenge the status quo by creating superior product designs through the development and testing of specifications and methods.

Knowledge and Skills:

Superior design skills

Exceptional conceptual skills

First-rate technical knowledge

Strong communication skills

Proven experience with production planning

Working Conditions: Tight deadlines and multiple priorities, requiring decisive decision making in a fast-paced environment. Willing to work outside the standard 9-5 schedule, including early mornings, evenings, and weekends as required by tight project deadlines. Ability to work independently in a competitive work environment.

Education & Experience Requirements: Bachelor's degree and 3-5 years of work experience.

What words turn you on to the position? What words turn you off? Why?

From the job description alone, do you think this company would fit your lifestyle and values?



Beyond the Ping Pong Table (Hiring for Diversity)

Taking Your Places

(Source: Satin Project)

Take Your Places is an exercise that can serve both as a thermometer and as an lead up to a more serious effort of getting participants thinking about the issues.

Draw an imaginary line within the room, placing sheets of paper with the numbers 1, 2, 3, 4 on each sheet. The scale has an even number to avoid a middle ground. That way, participants are forced to take a position.

Choose statements that suit your own organization.

People make too big a deal of this gender equality thing. Everyone has the same chance as long as they have the right qualifications.

1	2	3	4
Disagree			Agree

Unfair differences exist in the United States that are related to norms and non-conformity to norms.

1	2	3	4
Disagree			Agree

I know a lot about gender equality, diversity and gender theory.

1	2	3	4
Disagree			Agree

I would like to learn more about gender equality, diversity and gender theory.

1	2	3	4
Disagree			Agree

Reflection: The participants may speak briefly with the person closest to them. Ask several participants to explain why they chose the number they did. The leader should conclude by offering the participants the chance to choose another number, if they wish to.



Beyond the Ping Pong Table (Hiring for Diversity) Evaluating Your Office Perks

(Source: Fast Company)

In the top row, create a column for each of your office “perks.” Move down the chart and answer honestly yes or no for each of the questions relating to the office perk.

A) Does it inspire curiosity?				
B) Does it help you see why your work matters?				
C) Does it help you blaze a trail forward?				
D) Does it help you stay sane, stable, and satisfied?				

What benefits/perks would you like to have that would be a “yes” in all four categories?

Sample Perks

Open office design
Remote work
Retirement plan
Office snacks
Unlimited vacation days
Health insurance
Massages
Company social outings
Coffee machine

Paid volunteer hours
Gym memberships/subsidies
Company retreats
Paid leave
Childcare
Tuition reimbursement
Pet-friendly
Discounts
Flex time

TOPIC: Self-Care and the Culture of Busy

Overview

Over a third of Americans believe that they don't have enough time in the day to get things done. The prevailing belief of success meaning the ability to do it all is ruining people's health--anxiety and emotional distress over a full schedule can lead to difficulty focusing and concentrating, impatience, irritability, trouble sleeping, and mental and physical fatigue. The cycle continues from there: a lack of sleep or exercise, despite fatigue, can create more emotional distress. Studies have shown that not only does constant stress raise your blood pressure and heart rate, but it shrinks the brain's gray matter, and changes our epigenetic makeup over time.

How many times has someone asked you how you are, and you have answered, "busy?" In America, we have developed the belief that busyness determines status. The busier one is, the more productive and valuable we believe them to be.

Ironically, Americans have more free time than they ever have--even when it doesn't feel like it. This is due to thoughts about what we "should" be doing rather than what we "want" to be doing. This can take many forms: taking time to work late on a fulfilling project can make some women feel guilty about not being at home with their families, or thinking about work while one is out on a date. John Hopkins Health Review talks about "toxic time"--being pulled in two directions at once and time slipping away, due to the poisonous perspective that we should be doing more, all of the time.

Objective

- Participants will discuss the American culture of "busy" and share different techniques for self-care.
- Participants will determine how they can best establish self-care when it comes to work.

Online resources

- <http://www.johnshopkinshealthreview.com/issues/spring-summer-2016/articles/the-cult-of-busy> - The Cult of Busy
- <https://www.theatlantic.com/business/archive/2017/03/busyness-status-symbol/518178/> - 'Ugh, I'm So Busy': A Status Symbol for Our Time
- <https://www.forbes.com/sites/shelleyzalis/2017/04/18/why-self-care-isnt-selfish-equality-starts-with-taking-care-of-yourself/#56e8888862fd> - Why Self Care Isn't Selfish: Equality Starts With Taking Care Of Yourself
- <http://www.forbes.com/sites/learnvest/2013/04/01/10-signs-youre-burning-out-and-what-to-do-about-it/#44274e615e01> - 10 Signs You're Burning Out -- And What To Do About It
- <http://www.careercontessa.com/conversations/burnout-productivity/> - Why Burnout Saps Your Productivity (And How to Fix It)
- <https://www.psychologytoday.com/blog/occupational-hazards/200811/7-steps-better-employee-self-care-in-the-workplace> - 7 Steps to Better Employee Self-Care in the Workplace

- <http://hitthegem.com/the-mental-cost-of-owning-a-business/> - The Mental Cost of Owning a Business
- <https://www.headsup.org.au/taking-care-of-myself-at-work/managing-stress-workplace> - Managing Stress At Work

Sample discussion questions

When someone asks how you've been, how often do you say, "busy?" What signals does that send to your brain and others? What could you say instead?

Do you struggle with always wanting to maximize your time and doing multiple things at once? What impact does this make on your life?

What is one toxic thing that you can remove from your life to give you more peace of mind?

How important do you think it is for self-care?

What do you do for self-care? How often? Does it work? What would you like to do?

What are other things you can do for self-care that isn't a manicure, exercise, or spas?

Activities

Developing a Self-Care Plan Activity

Additional activities:

Self-Care Self-Assessment: https://inspire.au1.qualtrics.com/SE/?SID=SV_8vN4sBPKXhoVpv7



My Self-Care Plan

(Source: professionals.reachout.com)

Physical	Psychological
Emotional	Spiritual
Relationships	Workplace
Overall balance	
What might get in the way?	
What negative strategies do you need to avoid?	
If you implement your plan, how might you feel?	

TOPIC: Taking Control of Your Financial Future

Overview

The pay gap is narrowing and women are in the leadership forefront more than ever. They make 85% of household spending decisions and control most budgets, yet there is still a significant disconnect between women and money. Women are much less confident when it comes to investing than men, and are often discouraged from talking about wages, savings, budgets, and other money management.

Women tend to take breaks from the workforce more often—often caring for children or aging parents. With women still nationally making 80 cents to a man’s dollar, that’s less money saved for retirement. Women also tend to live longer than men, so that money needs to last a longer period of time.

Money is powerful. Money pays your mortgage, feeds your family, and keeps your household up and running. Money pays for vacations, clothes, nights out, and treats. By choosing power around money and making money work for you, you can create a life with plenty of opportunity.

Objective

- Participants will discuss their emotional holdups and

Online resources

- <https://www.fidelity.com/viewpoints/personal-finance/financial-tips-women> - 5 Financial Tips for Women
- <https://communications.fidelity.com/pi/women-investing/#readyToThrive> – What Are You Saving For? Advice Tool
- <https://www.fidelity.com/viewpoints/personal-finance/special-report-women> - Special Report on Women and Retirement
- <http://www.moneytype.me/> - Find Your Money Type
- <https://www.worthfm.com/> - Investment Portfolios for Women
- <https://www.dailyworth.com/best-budgeting-apps-and-spending-trackers> - Best Budgeting Apps and Spending Trackers
- <https://www.dailyworth.com/everything-you-need-to-know-about-your-401k-ira-and-brokerage-accounts> - Everything You Need to Know About Your 401(k), IRA and Brokerage Accounts
- <http://www.wiserwomen.org/index.php?id=779&page> – Future Paycheck Calculator

Sample discussion questions

What was money like growing up? Did your parents talk about money? How did they talk about it? Do you talk about money in front of your kids? Is it usually positive or negative?

How do you define financial success?

Many women say they have fundamental blocks that come between them and handling their money. Can you identify some of these blocks in your own life?

Identify a time in your life when you've made a strong financial move. What motivated you to do it? Did you have to jump any hurdles, and if so, how did you do that?

Do you find that organization = control? Think of the areas in your life that are organized—do you have control over them? Now think of the areas that are not organized—how do they differ in terms of your control over them?

How do you organize your finances? Do you have a physical file or save them on your computer? Do you use automatic savings or bill pay?

Do you have a day each week or month that you dedicate a few hours working on your budget or finances?

If you are married, do you have a savings account in your own name? If you do not already have one, do you foresee any difficulties in opening one? Will the conversation you have with your spouse or partner be difficult? Is there an internal, emotional hurdle you'll have to clear to accomplish this?

Activities

Money Goal Planning Worksheet

Financial Fitness Day – have everyone take out their calendars and set a date to spend a few hours organizing their finances.



Taking Control of Your Financial Future

Money Goals

(Source: feedthepig.com)

Daydreaming about your goals can be exciting. It can also be daunting if you aren't sure how you'll achieve them. That's where planning comes in. Most financial worries stem from lack of planning, not money. It's easy to understand the importance of financial planning when you think of bigger goals, like buying a new car. But it's also important to recognize that nearly every life goal requires some financing.

1. **Write down your goals.** Need some inspiration? Note: Be specific. For example, instead of listing "travel," write down where you want to go.
2. **Prioritize.** Identify your #1 goal in each category.
3. **Research and reflect.** Start to think more specifically about what you want, what's available and what you think you can afford. For example, if your goal is to buy a car, think about what type you want, what type you need, do you want to buy new or used, etc. Where possible, identify and price out all associated costs with your goal so that you can accurately plan and save.

Immediate savings goals (within 3 years) Ex: buying a car, beginning a hobby, saving \$1,000	Intermediate savings goals (in the next 3-7 years) Ex: having a child, taking a vacation, getting married	Long term savings goals (in 7+ years) Ex: saving for your child's college education, retirement

TOPIC: Intentional Networking and Shine Theory

Overview

According to a Harvard Business Review survey, 67% of women believed networking is essential when building their career, but their networking actions were ineffective in helping them achieve their goals. The actions they identified as being important when it came to networking was overwhelmingly focused on helping others and offering advice and services. While these are important actions, their goals were rarely brought to the forefront. By being more intentional about what *they* wanted to get out of the relationship before approaching the other person, the connection was more effective, overall.

Two distinct ways women can network more effectively, according to the Harvard Business Review:

- **Collaborate** – only 14% of the women in the study collaborated on projects as a way to network. Performance is crucial to career advancement, and collaboration is another way of demonstrating performance and building trust-based relationships linked to outcomes. By approaching network with the aim to collaborate, you have the opportunity to showcase skills and create long-term working relationships.
- **Articulation of career goals** – only 4% of the women studied admitted to talking about career aspirations to others, something men do quite frequently. This can be because of social pressure on women not to seem too ambitious or greedy, or to minimize the appearance of failure if the goals aren't achieved. By articulating your goals, you create opportunities for others to interact and support you in those goals.

Shine Theory was originally coined by Anne Friedman in 2013 by New York Post's online column, "the Cut." In Friedman's words, Shine Theory means: "When you meet a woman who is intimidatingly witty, stylish, beautiful, and professionally accomplished, befriend her. Surrounding yourself with the best people doesn't make you look worse by comparison. It makes you better." This little nugget of wisdom can help you network better. Surround yourself with women who will help you achieve your goals—

Objective

- Participants will learn about effective vs. ineffective networking and how it can help or hurt their careers.
- Participants will learn tips on how to network more effectively.
- Participants will learn how to network in ways that they feel most comfortable.

Online resources

- <https://hbr.org/2012/11/two-ways-women-can-network-more> - Two Ways Women Can Network More Effectively
- <https://www.weforum.org/agenda/2016/04/why-strategic-networking-is-harder-for-women/> - Why Strategic Networking is Harder for Women
- <http://www.bakadesuyo.com/2013/07/make-your-life-better/> - How To Make Your Life Better by Sending Five Simple Emails
- <https://www.themuse.com/advice/an-introverts-guide-to-networking> - An Introvert's Guide to Networking
- <http://www.bakadesuyo.com/2013/05/how-to-network/> - How to network: 5 methods by top experts

- <https://www.forbes.com/sites/michaelsimmons/2013/08/22/how-the-worlds-top-relationship-builder-makes-introductions/#52cfc0a238fd> – How the World’s Top Relationship Builder Makes Introductions
- <https://www.linkedin.com/pulse/20130617112202-69244073-finding-the-hidden-value-in-your-network?trk=mp-reader-card> – Find the Hidden Value in Your Network
- <http://www.careercontessa.com/resources/networking-email-templates/> - Networking Email Templates

Video

- https://www.youtube.com/watch?v=ZO7iaH_KFSs - Diane Von Furstenberg On Women's Networking
- <https://www.youtube.com/watch?v=ljSPfGsaC3g> – The Art of Active Networking
- <https://www.youtube.com/watch?v=WDbxqM4Oy1Y&t=483s> – How To Skip Small Talk and Connect with Anyone
- <https://www.youtube.com/watch?v=Yb03mTql2Io> - How to Grow Your Network, with Ramit Sethi

Sample discussion questions

What is your biggest networking hold up? What can you do to overcome them?

Do you attend networking events? Why? Do they help you?

How often do you reach out to your network? What would make you want to reach out more? Do you feel comfortable reaching out to your network? What would make you more comfortable?

Have you used PowerHouse Montana to reach out to your network? What was your experience?

Have you ever written a cold email to someone? How did it go?

How can you reach out to your network more intentionally?

Activities

Tracking Your Network: Take a Look at Your Business Card Stack – we all have a stack of business cards of people who we have connected with at different events. Can you remember where you met this person and what made you connect in the first place? What can you reach out to them about now?

TOPIC: Making Your Personal Pitch

Overview

“The purpose of an elevator pitch is to describe a situation or solution so compelling that the person you’re with wants to hear more even after the elevator ride is over.” – Seth Godin

We all know that it’s important for businesses to have a pitch, but do you have one for yourself? Many people find it easier to speak to a room of 200 people about a product or service than to talk about themselves. Here are reasons why it’s important to have a personal pitch:

1. In a job interview, you can easily sum up why you are a worthwhile candidate as effectively as possible.
2. When friends ask you what you do, they’re not always asking about your job title, which can be vague. Give them a reason to think that you spend your days doing meaningful work.
3. When networking, people don’t want to spend an hour figuring out who you are and how you can work together.
4. It’s an effective, organized way to brand yourself online.
5. It helps identify your strengths and build your self- confidence.

You don’t want your personal pitch to seem fake, forced, or like you’re trying to sell yourself too hard. Avoid calling yourself a guru, mogul, savvy, or visionary, and stay away from dull corporate language. Keep it conversational, concise, genuine, and logical. Tell a story and hit on a mission in 30 seconds or less—and people are guaranteed to want to know more.

Objective

- Participants will learn why a personal pitch is important and when to use one.
- Participants will identify their marketable strengths.
- Participants will craft their personal pitch and practice it with each other.

Online resources

- <https://www.forbes.com/sites/nextavenue/2013/02/04/the-perfect-elevator-pitch-to-land-a-job> - The Perfect Elevator Pitch to Land A Job
- <http://idealistcareers.org/a-quick-guide-to-writing-your-elevator-pitch-with-examples/> - A Quick Guide to Writing Your Elevator Pitch (With Examples)
- <https://www.forbes.com/sites/carminegallo/2013/03/26/six-simple-and-irresistible-alternatives-to-the-elevator-pitch/#7dda108124d2> – Six Simple and Irresistible Alternatives to the Elevator Pitch
- <https://www.levo.com/posts/tips-for-knockout-elevator-pitch> - 7 Tips for Creating a Knockout Elevator Pitch

Video

- <http://ed.ted.com/on/knLuMf8r> - How to Perfect the Elevator Pitch, TEDed
- <https://www.youtube.com/watch?v=2N03L6OaxeE> - The Elevator Speech is Out of Order, TED Talk
- <https://www.youtube.com/watch?v=V1xt7zgnuKO> – How to Introduce Yourself, TED Talk

Sample discussion questions

Why do you think having a personal pitch is important? What holdups do you feel when asked, “tell me about yourself?”

How do you want to be seen and known? This question has to do with what you do and who you are as you do what you do.

If your pitch were to be written on your tombstone what would you want it to say? In other words, what impact do you want to leave behind?

How would your friends and colleagues describe you if they only had between 50 and 100 words? It’s wise to actually ask those you know and trust to do this for you.

If you created a personal logo what would it look like?

If you purchased a URL to set up a web presence, what would it say that would be recognizable by a stranger as your Personal Brand?

In what circumstances would you need to alter your personal pitch?

Activities

Creating Your Pitch worksheet

Practice your pitches – have everyone share the pitches with each other, give feedback, and time their responses.

Twitter pitch – practice writing a personal pitch in 140 characters or less.



Making Your Personal Pitch

(Source: Career Contessa)

STEP 1: WHO YOU ARE AND WHAT YOU DO

Name

What you do

STEP 2: WHAT UNIQUE (AND RELEVANT) STRENGTHS YOU HAVE

What you specialize in (5-6 words to describe your unique expertise and skills)

What you've accomplished (explain 1 past work experience and how it's relevant to your career goals or adds to your skill set).

STEP 3: YOUR INDUSTRY-SPECIFIC QUALIFICATIONS

Identify an industry or company problem.

Explain how you're qualified to fix it.

STEP 4: YOUR CAREER OBJECTIVES

Explain the next phase of your career.

How does this fit in with your overall career goals?

STEP 5: THE ASK OR CONCLUSION

- **Job Seekers: Why you're the perfect fit for the job.**
- **Career Climbers: Why you're the best at what you do.**

PUT IT ALL TOGETHER...

My name is [NAME], and I'm a [WHAT YOU DO] who specializes in [WHAT YOU SPECIALIZE IN]. In the past year, I have done [WHAT YOU'VE ACCOMPLISHED] and have a strong track record in [COMPANY PROBLEM + YOUR SOLUTION]. I'm looking to [NEXT PHASE OF YOUR CAREER] where I can [ACCOMPLISH X, Y, Z CAREER GOALS]. I am an excellent fit for a position at [COMPANY] because [YOUR UNIQUE SELLING POINT].

TOPIC: Mentorship and Your Personal Board of Directors

Overview

The most successful people in the world have at least one thing in common: they have mentors. Viola Davis, Sheryl Sandberg, Oprah, Justice Sonia Sotomayor, and Tina Fey to name just a few. Research shows that mentors mean more promotions and career satisfaction. But mentorship doesn't have to be awkward and push you beyond your comfort limits. You don't need to ask, "Will you be my mentor?" The question creates a heavy sense of obligation on two busy people. Mentorship can and should happen naturally--if only you seek it out. Eric Barker of Time Magazine suggests you should contact a mentor once a week, whether it's an existing mentor or someone you'd like to meet and learn from.

When picking a mentor, it's helpful to seek someone who:

1. Scares you a little.
2. Gives short, clear directions.
3. Loves teaching fundamentals.
4. Has a resume that shows grit.
5. Other things being equal, pick the older person.

Just as there are many kinds of people who can be mentors, there are different types, as well, according to Catalyst. It's ideal to build your "personal board of directors"--AKA your team of people you can turn to with different needs and circumstances--with at least one person in each category:

Coach

- Provides guidance for professional development.
- Focused on soft skills, rather than technical skills.
- Relationship is equally driven by both parties.

Sponsor

- Senior leader or other person of power who uses their influence to help you obtain opportunities, promotions, or jobs.
- Advocates for you behind closed doors with other influencers and drives the relationship.

Mentor

- Formally or informally helps you navigate your career.
- Provides guidance for choices and decisions
- You drive the relationship, and the mentor responds.

Objective

- Participants will determine who their mentors are, and who they could reach out to become a mentor.
- Participants will discuss the benefits for both mentor and mentee, and how one can be both.
- Participants will discuss and determine what types of people they need on their personal board of directors, and how to use PowerHouse to connect with them.
- Participant will learn about how to successfully write a cold email to a potential mentor.

Sample discussion questions

Who is the most influential woman in your life? Would you consider her to be a mentor?

Do you prefer female mentors? What would be the benefit of a female mentor? What do you think the benefit of a male mentor would be?

How did you meet your mentors? Where could you meet new mentors? How comfortable do you feel reaching out to someone you don't know to meet for coffee and ask questions?

What's your best tip for writing cold emails? Have you used PowerHouse to contact a potential connection or mentor?

What do you think the difference are between a coach, mentor, or sponsor? Who fills those roles in your life?

How have your coaches, mentors, or sponsors helped you with your goals?

Have you ever mentored someone? Do you feel qualified to mentor someone?