NAVIGATING PAY, PROMOTIONS
AND POWER AT WORK

THEUNSPOKEN

TRUTHS

FOR CAREER SUCCESS

TESSA WHITE

A PDF COMPANION TO THE AUDIOBOOK

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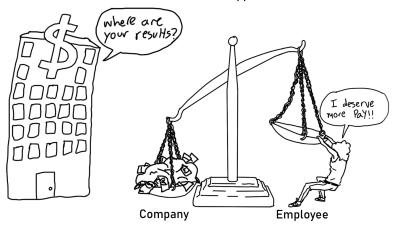
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The Problem with Companies

The Scales Aren't Tipped in Your Favor



Cullyn Cowell

The Problem with People

My Beliefs About the Workplace

Write down your score from 1 to 10 on each statement, with a 10 meaning you strongly agree with the statement.

•	"If I push to improve my work-life balance,	
	my job will be in jeopardy."	
•	"If I work harder, the company will eventually	
	see it and reward me."	
•	"Only those who play the politics game can get	
	a promotion."	
•	"If I have the right title, I can be more	
	strategic."	
•	"If there is a problem with my performance,	
	I will know about it."	
•	"If I push back and create conflict, it will hurt	
	my career."	
•	"If I get overloaded at work, the best approach is	
	to push hard to get caught up."	
•	"If I've been a great performer, I should be able	
	to get a solid raise at annual appraisals."	
•	"If I had a clearer understanding of my job	
	description, I could be more successful."	
•	"There's not much I can do about company	
	burnout other than change jobs."	

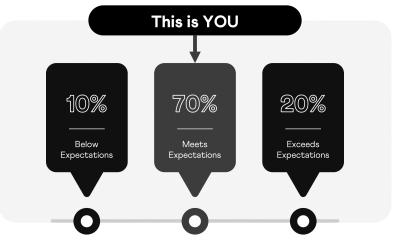
SCORING		
90-100 POINTS Victim/martyr	I am just another victim of a broken corporate world, where people get used up and spit out.	
70-90 POINTS Somebody Else's Fault	Companies care only about some people, and unless I "play the game," I can't win.	
60-70 POINTS Passive	The corporate world is a mystery to me. I keep my head down, stay out of trouble, and hope for the best.	
40-60 POINTS Testing waters	The corporate world stretches me, but there is a place for me if I do the work.	
0-40 POINTS Proactive	While the path isn't perfectly clear in companies, I have confidence I can make important contributions.	

Would it surprise you to know that every single one of these statements is false—or at least mostly false? The higher your cumulative number, the tougher it will be for you to reframe your beliefs, because it's a reflection of how you have framed the workforce already. The higher your number, the more skeptical you may be as to whether the company or anything you do can create a positive career experience. I don't disagree that your experiences have shaped your views, but I may disagree with your *reasons* for why these experiences occurred. If this is the case, know that the work ahead will be harder for you than for someone with a lower score because you will be looking for negative points that reinforce your beliefs.

Lies About Performance



Cullyn Cowell



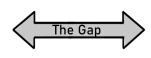
Performance Appraisal Distribution

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FIGURE 1

Lies About Power







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GAP WORKSHEET

	CONSIDERATIONS	THE PROBLEM AND THE PLAN
	What isn't working right?	
↔	What slows business or processes down?	
GAP	What is being overlooked that could give better business results?	
	Is there an action or outcome I can control that aligns to company initiatives?	
EVIDENCE	What data or evidence do l have that tells me there is a problem?	
	How would I know I've solved this problem? What would success look like?	
DESIRED OUTCOMES	If you can, detail how you would measure improvement.	

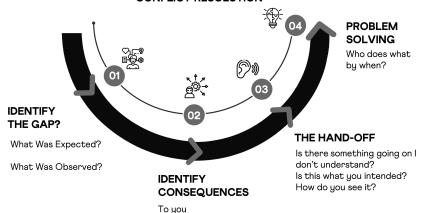
	CONSIDERATIONS	THE PROBLEM AND THE PLAN
<u> </u>	What do I need in order to take this on?	
	People/Teams	
ACCESS	Tools	
AGGEGG	Budget	
	Skills	
	Buy-in	

	CONSIDERATIONS	THE PROBLEM AND THE PLAN
PLAN	What is the first step I can take to solve it? 01. 02.	

Getting Comfortable with Conflict

The GAP Model

CONFLICT RESOLUTION



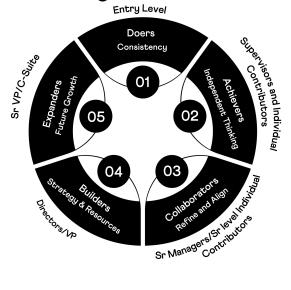
To others

To project/task

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FIGURE 2

Lies About Promotability

5 Stages of Growth

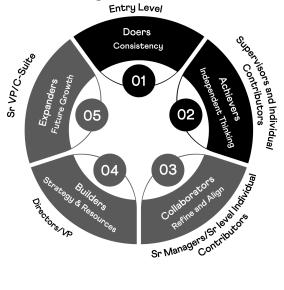


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FIGURE 3

Promotability: Early-Stage Careers

5 Stages of Growth

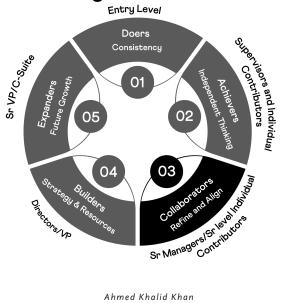


Promotability: Mid-Stage Careers



6th Grade Tessa

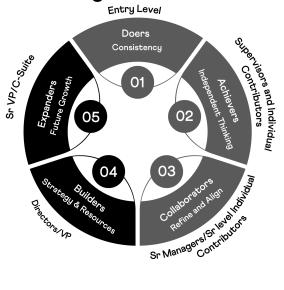
5 Stages of Growth



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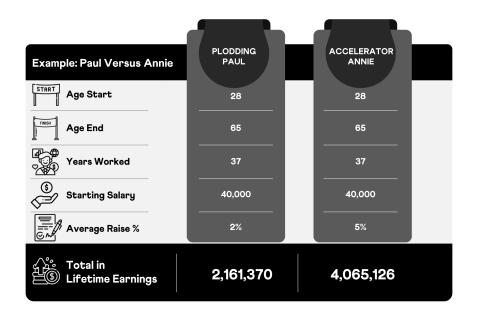
Promotability: Senior Leadership

5 Stages of Growth



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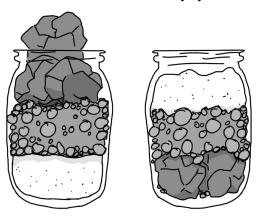
Lies About Pay



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Lies About Company Loyalty

Order Matters



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Identify the Time-Wasters

TIME-WASTERS	TIME SPENT
How much time did you spend reading emails where you were cc'd (but didn't need to reply)?	
How much time did you spend answering or organizing emails?	
How much time did you spend in meetings that weren't relevant or useful or could have been handled differently (through a shorter meeting or email)?	
How much time did you spend on hold (either on personal or business calls)?	
How much time was spent on nonproductive talk or taking extra breaks?	

Identify Critical Work

CRITICAL WORK	TIME SPENT
How much time did you spend working on department initiatives?	
How much time was spent working on speeding up processes or adding more value to existing processes?	
How much time was spent on the work that you think makes a meaningful difference?	

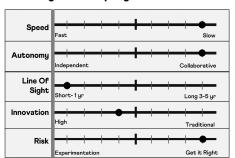
Lies About Politics

Politics Report Card

My Current Company-Tech

Speed Fast Slow Autonomy Independent Collaborative Line Of Sight Short-1 yr Long 3-5 yr Innovation Risk Experimentation Get it Right

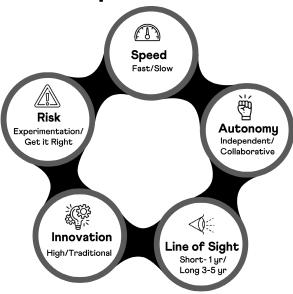
My Old Company-Healthcare



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FIGURE 8

5 Principles of Politics



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Politics Report Card

My Company Politics

Speed

Autonomy

Innovation

Line Of

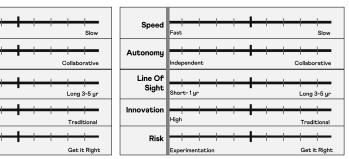
Sight

Risk

Short-1yr

High

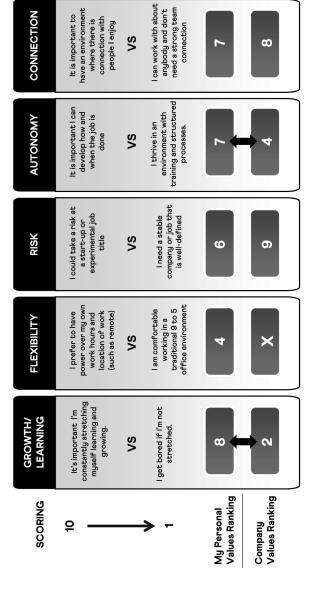
My Work Style



CONCLUSION

Should I Stay or Should I Go?

Work Values Rankings



VALUES ANALYSIS EXERCISE

- In this exercise, you will give two sets of 1 to 10
 rankings. The first will be your own personal rankings
 for each of the categories. The second set will be to
 rank your company (or the company you want to join).
- Cross out any value categories you have personally ranked at a 5 or below (they do not meet a threshold of a high value to you).
- Circle any areas where the company value ranking is at least two points less than your personal ranking. This shows areas where the company is not aligning with your values ranking.
- 4. Ignore areas where the company value ranking is at least two points more than your personal value ranking. In these arenas, the company is overdelivering.

After completing the exercise, reflect on these questions:

- Where are the biggest gaps between me and the company?
- What does this tell me about what I need?
- Can I see a path in my current company to close the gaps?
- If I cannot see a path to stay, what do the scoring gaps between me and my company suggest I need to look for?

My Personal Rankings

