

WHAT ARE THE RULES?

THE INTERVIEWS RESULTED IN MORE THAN 200 MENTORING “RULES” THAT WILL PROPEL WOMEN UPWARD. AMONG THE RULES:

#7 It is dangerous to get so committed to what you are doing that you stop evaluating whether you are moving in the right direction.

#26 It is a mistake to wait for the “big project.” The way to get the big project is by doing a lot of small ones very well.

#51 Don’t assume that what drives you is what drives others.

#94 Keep your mouth shut. Expect that anything you say will be repeated, or twisted first, then repeated.

#111 Strengthen your team by reaching to the top talent, picking one or two things you can do to create a win, then create a win.

#133 Results? It’s jacks or better for openers. Results only get you in the game. If you want a high-powered career, you need the right image and the right exposure.

#167 You can’t believe you are always right. If you do, you shut your people down and keep them from thinking of different and better ways to get things done.

#181 Most decisions can be corrected if you make a wrong call. The misery comes when you stubbornly stick by a bad decision.

FAST FACTS**WHAT PARTICIPANTS HAD IN COMMON**

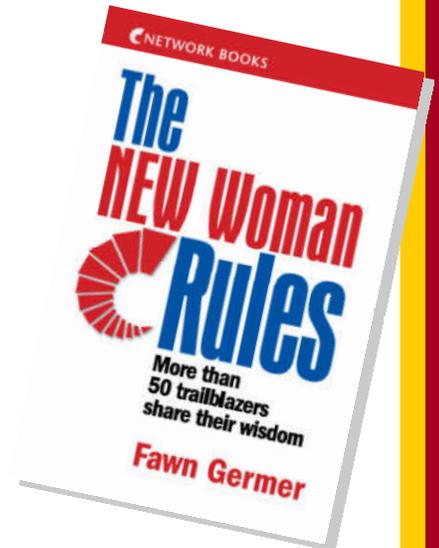
Many of the women credit their success to the decision to take a job outside their expertise.

Nearly half of the women in the book who have children also have stay-at-home husbands.

Almost all of them said they are turned-off by people who focus their ambitions on the next promotion, but turned on by people who volunteer for extra assignments that give greater exposure.

The theme of “no time for perfection” came up repeatedly. The world moves too fast to wait until you are 100 percent certain of anything. That means going forward with a decision when you aren’t certain of its success.

They said the only way to deal with office politics is to fly above them. Instead of concentrating on the



“A career, or life in general, is not a ladder. It is a highway with lots of off ramps and onramps and turns that will take you to some really interesting places. You may have a sense that you want to go north, but you can get there by heading east and west along the way and still get there.” *Melody Justice, President, U.S. Retail Division, Coca-Cola North America*

“Women expect senior managers to notice their results. But, if there are men who are self-promoting their results and the women are not, who is going to get the attention?” *Michelle Buck, SVP, CMO, The Hershey Company*

“I have said that I could write a book on how everything I need to know about corporate America I learned from my children. For example, one chapter would be, “No, Me Mommy.” They don’t want you to do things for them. Your people, like your children, want to do it for themselves. They want to develop their own skills. You can be their coach. Don’t do it for them...” *Kim Nelson, President, General Mills Snacks Division*

“You don’t need to be in the limelight. The real skill is being clear about what you have to get done, getting the facts and data, then finding the way to make sure everyone is clear on the role they need to play in order to get it done. Always focus on the task at hand – not each other, not on who has the power.” *Brenda Barnes, CEO, Sara Lee*

