



SENA Women's Network

Year of Action

by Lisset Garza

This year the SENA Women's Network would like to take you to the next step. Over the last two years we have presented various tools for women to use in your careers, homes, individually, etc. Our quarterly meetings have delved into various topics. We have had speakers both internal and external; enlighten us on their career paths including their struggles and accomplishments. We have had panels of senior management where you have asked those pertinent questions on succeeding in your career. We have provided mentoring circle on topics ranging from work-home balance, communicating effectively to managing key relationships. We had round tables on selling yourself, demonstrating courage and assertiveness and manage in difficult conversations.

Now the challenge is on you.

We have deemed this year the YEAR of ACTION. It is now time to act on what you have learned. As encouragement we have devised a game to challenge you to achieve your highest potential.

How does it work?

Throughout this brochure you will see and read information on the various challenges you can complete throughout the year. We have described several of them in more detail and others are pretty self-explanatory. As the year progresses you are challenged to complete as many of these various tasks as you can. You will receive points. Many challenges have more than one opportunity to achieve points.

What happens in the End?

We hope everyone participates to some degree. The top 3 winners, based on points, will be given opportunity to attend a lunch with Glen Wright and Carolyn Comer. Plus you will receive a \$100 gift card. In case of a tie a drawing will be conducted to break the tie.

So Go out and take action!



Attend Networking Events Outside of Shell

There are numerous organizations that offer great networking opportunity for women both in the energy industry and outside. Make time to broaden your circle and meet others. Some examples include WEN, American Society of Women Accountant, and Houston Business Forum, just to name a few.



Manage Difficult Conversation

Handling difficult conversations many times leads to bad experiences. Here are a few tips to help handle them in a way that produces the best possible results.

- Set your mindset to achieving your goal
- Plan out conversation but don't script
- Breathe, slow down and listen
- Anticipate questions and possible resolution
- Project confidence, competence and credibility

Speak up in a meeting

EXECUTIVE COACHING ARTICLES

10 Ways to Increase Visibility in Meetings

By Joel Garfinkle

“After almost two decades building a successful career at a high profile investment bank, I realized that I needed help to get to the next level. I have already seen the benefits in my leadership skills and promotion prospects.

”
**Angela Osborne, Executive Director,
 MORGAN STANLEY**

A director with a medium-sized firm came to me because his value to the company wasn't being recognized. His quiet nature and somewhat passive approach were interfering with his need to be visible, especially in meetings where higher level executives were in attendance. As a result, senior staff members and other influential people weren't aware of the impact player my client truly was. It was clear that he needed to become more visible and self-expressed.

My client's resistance to sharing his opinions and revealing who he was were based on fear. He was afraid that he might not be accepted if he shared an opinion that was contrary to what others believed, so he avoided creating greater exposure for his ideas. He gave his power away to other people by assuming that their viewpoints held more weight than his own. He allowed himself to speak only when he knew his comments would be met with



approval. This created a constant pressure to be careful about what he said and how he said it, and he became overly vigilant about how his comments were received by others.

As we worked together, my client learned that speaking up more often in meetings would yield immediate benefits for his overall job performance. Two important benefits were: (1) immediate feedback for his ideas and points of view; and (2) an exchange of ideas in the company due to his sharing of information. These benefits would, in turn, increase his knowledge capital, help him develop more (and deeper) relationships, and enhance his visibility with colleagues and executives in the company.

Are you afraid to speak up at meetings?

Do you hesitate to offer praise in support of other people's work? Are you reluctant to initiate conversations with others? Even if you are an introvert, you can experience greater fulfillment at work by building relationships with those around you. [E-mail Joel now](#) to find out how he can help.

The methods that helped my client become better self-expressed can help boost your visibility, as well. Here are the top ten ways to express yourself more fully in meetings:

1. **Stop censoring yourself.** Once you stop censoring yourself, you'll automatically speak out more often. It's important to share your thoughts and ideas without over-editing them or limiting your expression. Don't lose valuable opportunities to share your views and be seen as the influential person you are.
2. **Choose a topic ahead of time.** Prior to every meeting, choose one topic or agenda item that you will address, even if your perspective is contrary to the prevailing opinion, potentially confrontational, or even a moot point. Select a topic that is important to you and prepare in advance so that you will be ready to add to the discussion.
3. **Say the first thing that comes into your head.** In addition to preparing to discuss a specific topic, commit to expressing one idea that pops into your mind.

Practice doing this at least once per meeting so that speaking without censoring yourself becomes a habit. Your newfound ability to jump into a conversation without preparation will soon override any lingering fears.

4. **Ask questions.** One of the easiest ways to speak up in a meeting is to ask questions. Try asking: "How did you come up with that?" or "What is the basis of the remark you made?" or "Where is that coming from?" Leverage your knowledge and expertise to probe deeper into what others are saying. You will feel more engaged and become an active participant, which will help facilitate a more powerful meeting and provide opportunities for others to truly see you.
5. **Decide how often you want to speak in a meeting.** Before each meeting, decide how many times you want to speak so you will have a target that motivates you to participate. You can, for example, choose to speak three times and let the first be a comment you prepare in advance. The second could be a question you ask. And the third time you speak might be a thought that comes to mind at any point during the meeting.
6. **Believe in your ideas and have confidence in sharing them.** Your ideas are no less valid than those of the other people in a meeting so don't allow doubt to get in the way. You do not need to adjust your viewpoint to suit the needs of others. When you believe deeply, your confidence will expand, and you will find it easier to share your thoughts and ideas.
7. **Don't give your power away.** It's common in meetings to defer to a boss, others higher up in the organization, or someone that intimidates you. In the process, however, you may be giving away your power. Learn to leverage these great opportunities. Use them to shine by sharing who you are and revealing yourself as an impact player in the organization. Most senior people will take notice someone stands firm in their own strength. Champion yourself by acknowledging that what you bring to the table is as valid as any other contribution.
8. **My thoughts are worth sharing.** When someone else speaks up at a meeting and your view is contrary, don't automatically think that you are wrong and she is right. When you give someone else's ideas greater importance than your own, it may be because you don't believe that your thoughts are worthy of sharing. That's simply not true. Your experiences, thoughts, and opinions are not only valid and worthwhile, but may prove to be exactly what other people need to hear.
9. **Speak without hesitation.** Speak when you want to speak and not just when you have something important to say. Imagine being the most verbose person in the meeting. Yes, that might be a bit radical, but push the limits of your comfort zone. Wouldn't it be powerful not to censor yourself at all? Give yourself the gift of total freedom of

expression and you will soon be comfortable sharing yourself without hesitation.

10. **Be the first to speak up.** Look for opportunities in each meeting to be the first to express your viewpoint. When you speak first, you have less time to generate self-doubt by comparing what others say to your own opinion. When you delay speaking up, you may become more withdrawn and find it harder to break into the discussion. So lead the discussion instead of following it and reap the benefits of being fully engaged in every meeting.

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JOEL GARFINKLE is recognized as one of the top 50 coaches in the U.S., and the author of 7 books, including [Getting Ahead: Three Steps to Take Your Career to the Next Level](#). He has worked with many of the world's leading companies, including Google, Deloitte, Amazon, Ritz-Carlton, Gap, Cisco, Oracle, and many more. Visit Joel online at Garfinkle Executive Coaching. Subscribe to his [Fulfillment@WorkNewsletter](#) and receive the FREE e-book, *40 Proven Strategies to Get Promoted Now!*



Mentoring is a long-term relationship, aimed at helping people develop themselves and their career. The relationship is based on trust and confidentiality. The mentor offers a safe environment to the mentee to discuss issues and explore solutions to challenges. Mentors are typically outside the mentee's immediate team, and not in their reporting line. This facilitates confidentiality as well as offering the mentee a fresh perspective in discussions. They can offer insights into the ways the organization works, how the informal networks operate and what they think about the challenges and opportunities mentees encounter.

What is expected from me as a mentor?

The Mentor should be willing to share own experiences, skills and knowledge for the purpose of helping the mentee to ultimately develop and add value to the organization. The mentor will never take over from the line the prime role of developing the individual. The mentor-mentee relationship is an additional platform with a clear purpose and clear objectives. It supplements the people development effort of the line.

The effective mentor:

- is actively interested in the mentee and their
- development
- assists the mentee to establish realistic career goals
- and to plan how to achieve them
- identifies and suggests appropriate resources for
- developmental activities
- provides Mentee feedback
- serves as sounding board for new ideas
- maintains confidentiality

The best mentors are not judgmental but are great listeners and always open to new ideas. They don't have all the answers, but do have the ability to encourage and motivate their mentee to make their own decisions. They are

Finding or Becoming a Mentor

objective, supportive, able to see the big picture, and above all, are honest. They do therefore not have to be the most senior leaders in an organization.

What is expected from me as a mentee?

The Mentee should be willing to learn and develop his/her own skills and competencies for personal growth and/or to meet the varying business challenges in the organization.

The effective mentee will:

- think for him/herself
- make intelligent challenges
- share experiences openly
- be prepared to receive honest feedback
- take action and follow up on commitments
- take the lead in setting up and maintaining ongoing contact with your mentor

What are the stages of the mentoring process?

The stages in the mentoring process (assuming pairing/grouping of mentors and mentees has already taken place) are typically:

- Building Rapport/Establishing the relationship
 - Getting a good understanding of each other and respect for each other's feelings and opinions.
- Setting Direction
 - Identifying clear goals and outcomes for the relationship.
- Making Progress
 - Meeting at agreed frequency and achieving interim goals and milestones. The mentee should be taking responsibility for managing the relationship at this stage and be more confident to cope with their issues.
- Moving on/Ending
 - When the goals have been largely achieved the frequency of meetings will generally decline. The mentee should feel self-sufficient. The mentoring relationship may have evolved

into a more equal friendship. It is good to review what you have learnt and will take forward in other contexts.

What are the benefits of Mentoring for me as a mentor?

The mentor is able to develop their own interpersonal and leadership skills, have the personal satisfaction of helping others, and learn from being challenged from a different perspective.

What are the benefits of Mentoring for me as a mentee?

The mentee gains a clearer understanding of themselves, their capabilities and prospects. They get a better insight into their organization, a wider perspective and business awareness, and build self-confidence.

What is a Mentoring partnership does not work out?

A partnership between Mentee and Mentor is entirely voluntary. The partnership is based in trust and mutual openness. If this does not work out for any reason, it is fine to mutually end the partnership, and for the Mentee to seek a new Mentor. The Mentee needs to get value from the partnership. In practice partnerships lasts as short as six months, but can also last an entire career.

How do I become a mentor / getting a mentor?

There are a number of informal mentoring relationships already in place; these are generally as a result of personal connections, working on projects, through a line manager or where Commercial Academy has made suggestions to a mentee as to who might be a suitable mentor. If you are looking for a mentor please first speak to your line manager or Talent Manager, who may then connect with Commercial Academy for suggestions. If you are interested in becoming a mentor, please first discuss with your line or Talent Manager knows, and then let a member of the Commercial Academy team know. More can be found on Shell intranet [HROnline>My HR Resources>Learning & Development>Coaching and Mentoring](#)

EVENTS



Happy Hour

Mark your calendar to attend women's' group Happy Hour with STUSCO. Save date soon to come.



Attend Quarterly Women's Meeting

Mark your calendar to attend SENA Women's' Network Quarterly lunch. Next date is soon to come.

VISION

Look for stretch assignments

Go outside your comfort zone. Look for your next job and prepare today for the skills and expertise you will need.

Have a clear vision of what you want and list on IDP

Invest time to set your vision. "Good business leaders create a vision, passionately own the vision and relentlessly drive it to completion." – *Jack Welch*

Prepare an Elevator Speech

What if you shared a 30 second elevator ride with a potential employer or senior leader? What would you say?

An elevator speech is a short talk that sells an idea, promotes your business or markets you as an individual. Tips to prepare your elevator speech:

- Know yourself (strengths, adjectives to describe you, what you do you want others to know about you)
- Make it conversational and natural sounding
- Consider a compelling "hook" – something that will engage listener, ask questions, keep conversation going



Having a large network helps.

Networking

- Practice your speech and know it well

A network is a set of relationships with other people to exchange information and develop contacts, especially to further one's career. It is important to build a network of diverse groups. There are three forms of networks that each person has – **operational, personal and strategic**.



Operational

The operational network is the network that you have at work. This network helps you to get your work done.

Personal

The personal network is the network that you have chosen. This network represents people you like to hang out with.

Strategic

The strategic network is the network that helps you for career advancement. These network relationships will guide you and help with career paths.

How do you build networks?

Strategies for building effective networks:

- Look for networks both inside and outside your organization
- Reach out and connect – through people you already know
- Develop the value you bring to the network
- Invest in active networks

Update your Talent Record

Update your talent record. Invest time in preparing your talent record so it reflects your skills and talents.

Champion Team Member's Contribution and Positive Behavior

Pay it forward

Paying it forward is essential. Championing a team member's contribution and positive behavior is very important. As others have



helped you throughout your career seek opportunities to help other team members. Helping others is an integral part of successful leadership. Learn these traits early on.

Build circle of Advocates

An Advocate is someone who will speak in support of a person. Advocate and sponsors are interchangeable in this article. Building a circle of advocates is achieved through trust. Sponsors can open a door but will do so based on the trust that you will walk in and accomplish what is expected. They trust that you are capable and will succeed. They are risking their reputation with their peers when recommending you. So it is important to deliver. Advocates will also provide coaching and guidance. They will have a vested interest in your progression. Cultivating a strong network of advocates is important for woman to have access to key assignments. Advocates are typically not asked to be your advocate. It's important for women to have their skills and work known to senior leaders as well as colleagues. You must build your reputation as competent, versatile and professional. You need to figure out what you can do for your sponsor. Make yourself a safe bet, someone that they can depend on. Your performance will play a great role in providing you the ability to get a sponsor/advocate.



INTRODUCE YOURSELF TO SENIOR MANAGEMENT

Find the courage to introduce yourself to Senior Management that you do not know. This will help you build your network and make you more visible.

Demonstrate Courage and Assertiveness

EXECUTIVE COACHING ARTICLES

How do I Assert Myself at Work?

by [Joel Garfinkle](#)

"I have difficulty asserting myself to my superior and co-workers and often feel inferior. What can I do?"

Executive coach Joel Garfinkle says: You are certainly not alone. Our parents and other elders taught us early in life to be polite, and not to be arrogant or conceited. However, having a healthy view of your own strengths and being able to convey those strengths to your superiors is neither conceited nor arrogant.

Your goals should be to set boundaries, to get promotions and raises, and to gain the respect of others for your talents. Here are four steps you can take to reach those goals.

1. **List it.** Consider projects you have worked on and what gifts and talents you used to make them a success. Look at your daily tasks and see what strengths are manifested there. List all of your achievements and accomplishments, no matter how small they may seem. Seeing them in front of you will help to remind you just how much you truly are capable of. Congratulate yourself for being where you are right now.
2. **Love it.** Then look at what you are good at, what you truly love to do. Find ways to create work projects and assignments around these things. Enlist the support of your employers so that you can spend more of your time doing what you are best at. Keep your focus on those things.
3. **Review it.** Remind yourself often of what you are good at and focus on how to strengthen and increase those skills. Schedule weekly or monthly appointments with yourself to review your successes and look at how you've contributed

to the organization. Set goals to use your gifts more effectively and more frequently in your work.

4. **Talk about it.** It is vital to bring the best of yourself forward to your employer. If your superiors aren't aware of your strengths and what you contribute to the organization, they will have difficulty giving you what you want. Once you get in touch with your strengths, you will gain confidence and allow them to come forward. Then it will be easier for you to ask for what you want.

If you stay focused on your fear, you will stay stuck and find it increasingly hard to assert yourself. Focus instead on the positive, empowering feeling that comes from knowing your strengths and what you contribute to the company and you'll find it much easier to move forward. Remember, if you believe you are capable of great things, you'll be able to use that confidence to show others who you really are.

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GOALS



Communicate Your Accomplishments

Many times women tend to downplay their accomplishments. Make sure your line manager and others are aware of your contributions and the value you bring to the organization. Demonstrate your value by volunteering, presenting, speaking up in meetings, etc. This will help build your reputation.



Set Milestones

Take time to set specific and achievable milestones that will move you to your next step.



Develop New Skill

Develop a new skill that can help you in today's fast-moving environment. Examples include a new language, take a presentation course, join Toastmasters, learn leadership by joining a Shell network board (i.e., SHEN, WAVE, SAPENG), take a software course, take a Shell offered management course and attend technical industry course just to name a few.

VOLUNTEER TO PRESENT

Why is Presentation Skills Important?

Whether promoting yourself or a new business idea effective skills will influence each aspect of your life.

When Preparing a Presentation

- **Know your Audience** – Understand the expectations and the demographics of the audience.
- **Research the topic thoroughly** – To ensure you're knowledgeable and confident when presenting.
- **Organize the Content** – The content should be relevant and organized so that the audience understands.
- **Consider a Visual Aid** – This helps highlight key points and enhances the presentation.
- **Prepare an Exercise if Appropriate** - To involve the audience.

Visual Aid Ideas

- PowerPoint is a great tool because it can be:
 - Inexpensive
 - Readily accessible
 - Easily edited
 - Shared freely
- Other helpful visual aids include:
 - Handouts
 - Booklets
 - Photographs

When Delivering an Effective Presentation

- Speak Up
- Be Enthusiastic
- Make Eye Contact
- Move Around
- Engage your Audience

Tips for Overcoming Your Anxiety

- Relax
- Know the Content
- Practice! Practice! Practice!

Presentation Do's & Don'ts

- Do: Dress Appropriately
- Do: Arrive early
- Do: Test your power point or other electronic aids prior to your presentation to ensure they're functioning properly.
- Don't: Chew gum, mints, or candy.
- Don't: Hide behind note cards and paper.
- Don't: Focus in on just one or two audience members



Go to Coffee with Senior Leader or Influential Individual

Ask a senior leader or Influential Individual to coffee. It will be a great opportunity to have them learn more about you. And for you to learn about them..



Read a Book on Advancing Women and share with coworkers

Read an interesting book on women advancing in the workplace and share with coworkers. Examples include Lean In,



Year of Action

Opportunity	Points Value	Limit	#Completed	Total Points	Notes
Attend networking event for women (outside of Shell)	15	Unlimited			
Manage difficult conversation	10	Unlimited			
Speak up in a meeting	5	Unlimited			
Find a mentor	15	1			
Become a mentor	15	2			
Attend SENA/STUSCO Happy Hour	10	1			
Attend SENA women's' quarterly meeting	5	4			
Look for stretch assignments	10	1			
Have a clear vision of what you want and list on IDP	15	1			
Prepare elevator speech	10	1			
Increase Network	15	Unlimited			
Update your talent record	20	1			
Champion team member's contribution and positive behavior	10	Unlimited			
Build circle of advocates	15	Unlimited			
Introduce yourself to senior manager	10	Unlimited			
Demonstrate courage and assertiveness	10	Unlimited			
Communicate your accomplishments effectively	15	Unlimited			
Set milestones	10	Unlimited			
Develop new skill	15	Unlimited			
Volunteer to Present	15	Unlimited			
Go to Coffee with a leader or influential individual	20	Unlimited			
Read a book on advancing women and share with coworker	15	Unlimited			