WOMEN OF COLOR
IN THE ACADEMY

Self-Advocacy
JOURNAL
2020

References And Resources

The content in this journal was adapted from

[1] Master These 6 Strategies to Avoid Overcommit and Increase Your Productivity, by Bruce Eckfeldt **inc.com/bruce-eckfeldt/6-strategies-to-avoid-saying-yes-too-often.html**

[2] Priorities vs. Goals – What's the Difference? by Keith Rosen **keithrosen.com/2005/10/priorities-vs-goals-whats-the-difference/**

[3] Work Smart: Take Back Your Calendar With Defensive Scheduling **fastcompany.com/1658705/work-smart-take-back-your-calendar-defensive-scheduling**

[4] One Year Leadership Vision, by Jane Midgley **janemidgley.com**

[5] The Art of Saying No, by Travis Bradberry **forbes.com/sites/travisbradberry/2013/03/11/the-art-of-saying-no/#6749e2714ca8**

[6] The Strategic Yes vs. Saying No to Everything, by Mary Churchill, **insidehighered.com/blogs/university-venus/strategic-yes-vs-saying-no-everything#.XkwdIDK5pyQ.email**

[7] Three Salary Negotiation TIps for Women, by Ndidiamaka Amutah-Onukagha **syncopp.com/Ndidi**

[8] National Center for Faculty Development and Diversity (NCFDD), Access NCFDD resources using your institution's membership today, **facultydiversity.org**

Deepen your knowledge with these additional resources

Vision and Goals

- 9 Things Successful People Do Differently – Heidi Grant Halvorson
- Your Best Year Ever by Michael Hyatt
- The Art of Setting Smart Goals: Set winning goals and live a life of abundance, success, and achievement by Anisa Marku

Productivity

- The Black Woman's Guide to Advancing in Academia by Jennifer J. Edwards and Ndidi Amutah-Onukagha
- Focus: A Simplicity Manifesto in the Age of Distraction by Leo Babauta
- Focus: The Hidden Driver of Excellence by Daniel Goleman
- How to Write a Lot: A Practical Guide to Productive Academic Writing (First Edition, 2017) 1st Edition by Paul J. Silva
- 168 Hours: You Have More Time Than You Think by Laura Vanderkam

Self-Care

- Self Care Matters A Revolutionary's Approach: An Introduction to a Holistic Self Care Program, by Anana Harris Parris, Kim Brundidge, et al.
- Are You Fully Charged?: The 3 Keys to Energizing Your Work and Lifeby Tom Rath

Negotiation

- How to Say No Without Feeling Guilty: And Say Yes to More Time, More Joy, and What Matters Most to You by Patti Breitman
- Crucial Conversations by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler
- Bargaining for Advantage by G. Richard Shell
- The Power of the Positive No by William Ury's

Mentoring

- Mentoring 101 by John C. Maxwell
- The Mentee's Guide: Making Mentoring Work for You by Lois J. Zachary
- The Mentor's Guide by Lois J. Zachary

As women, we have many roles: daughter, sister, mother, partner, scholar, teacher, mentor, activist, friend, care-provider, community leader, colleague. We can sometimes feel a bit overwhelmed by it all. By identifying what is most important to us, and putting ourselves as one of our priorities, we can navigate our roles with excellence, grace, and impact. One of the most important gifts we can give ourselves is to get clear about our needs and aspirations and to express them through our actions.

This journal provides space, guidance, and strategies to help us advocate for ourselves in the areas that matter most.

6 Strategies for Self-Awareness & Self-Advocacy to Increase Excellence and Impact[1]

At the core of excellence is focus. Great leaders know themselves, their goals, and that maximizing opportunity doesn't always mean maximum opportunities.

1 Clarify Your Vision

The road to personal and professional fulfillment begins with clarity of vision about the future. Our clear vision can be broken down into concrete goals that we want to achieve. Taking time periodically to focus on the vision we create for ourselves will ensure that each action we take and every goal we achieve increases our sense of fulfillment by bringing us closer to that vision. **Vision exercise on page 4-5.**

2 Set Strategic Priorities

Before we can make decisions about where to focus our energy, our big picture goals need to be translated into a limited set of time-bound priorities.[2] To foster the integration of the various aspects of our lives, these priorities must flow from clear role descriptions in at least three areas: self-care, home life, and professional life. For example, as women in academia, there are key metrics used to evaluate our performance toward promotion. These metrics will serve as the foundation for our professional strategic priorities. When requests surface that are not tied to one of these metrics, it's best to consider letting someone else take them on. **Strategic priorities exercise on page 6-7.**

3 Know Your Limits

Knowing our effective capacity, and how much we've already committed to, is the basis of effective time management. Begin by creating an ideal week: (1) schedule all appointments and (2) create a defensive calendar. The process of defensive calendaring is to schedule the time needed for management and projects and protect that time as we would appointments with others.[3] Once we commit to this capacity, we either need to say no to new work or renegotiate previous commitments to free up space.

Once we have a clear picture of our available time, we need to become masters of saying no, and do it a lot. The trick is to invoke the higher purpose we have in common with the person asking us to commit to something new and show them that saying yes to a new request would mean jeopardizing the bigger, shared, priority. A great resource for this is William Ury's book The Power of the Positive No. **Guide to saying no on page 8-9.**

4 Learn To Delegate

To be productive and successful, we need to be hyperfocused on key areas of our scholarship and teaching. But that doesn't mean that everything else can just be pushed off or ignored. The best way to handle this is to master the art of delegation. A good delegator does more than just hand off projects. They choose the right people based on skills and desire, and they focus on getting real commitment to the work. They also make sure that their people have the training and resources they need to ensure things are staying on track. Just because we've delegated something doesn't mean we're not still accountable for the results.

5 Negotiate Like A BOSS Woman

Sometimes new things come up that we need or want to do. But that doesn't mean we need to overload ourselves. Instead, re-prioritize and renegotiate previous commitments. If we go to people early and explain that we need to change our delivery date, push something off, or delegate it to someone else, we give them a chance to change their commitments. Ultimately, we will be more respected in our organization if we go to people early than if we leave them in the lurch. **Guide to negotiation on page 10.**

6 Cultivate Your Mentoring Network

In order to stay on track, we need mentors. Mentors are experienced and trusted advisors. Too often, limiting beliefs about how mentoring relationships should look and in what contexts we need mentors, hold us back from cultivating mentoring relationships that can help us thrive. Mentoring relationships can help us define our priorities, decide whether a commitment is worth taking on, and help us to navigate relationships with people we have committed or delegated to. **Mentoring exercises on pages 11-13.**

1 Year Leadership Vision[4]

Set aside undisturbed time. Close your eyes and breathe deeply, relax your body, and feel your connection to the universe or God or the oneness of life. After a time of relaxation allow yourself to answer the questions below.

It is one year from now - express what you see yourself doing/being/feeling. What would it look like/feel like if your leadership and life are functioning well? Do you put a high priority on your own leadership and skill development? Do you take good care of yourself so that you have the energy for the things that matter most to you? Do you have excellent relationships with your colleagues, managers, and family? Express your vision in the present tense, as if happening now. Invite images/thoughts/feelings/sensations and write down all of them. No editing – just let it flow, even if it doesn't make sense right now.

Go through your answers and underline/highlight the words and phrases that stand out for you and add them below. These highlighted words and phrases represent goals to work toward this year.

Set Strategic Priorities

Based on your goals, define strategic priorities, the concrete steps that will get you to your goals. These are the most important things for the next twelve months in three key areas of your life: professional, home, and self-care.

Professional

Home

Self-Care

The Art of Saying *No*[5]

1

Find your yes[6]

Before you can become good at saying no, you have to know what you're saying yes to when you're saying no. You see every opportunity that you pass with a no is really saying yes to something else – something that you'd prefer to do or something more important to you in the long run. You can't hope to say no when the pressure is on until you know for sure what you really want. When you're feeling pressure to say yes and acquiescence feels easier than taking a stand, just think of your yes.

2

Sleep on it

Even if you feel like saying yes (and certainly if you're having doubts), ask for a day to think about it before providing an answer. It's going to be much easier to say no once you've had time to consider all of your commitments and whether the item in question is a realistic addition to your schedule. This will also give you a chance to come up with the best way to say no.

3

Sandwich the no between two yeses

Sandwiching a no between two yeses ensures that your no will be more palatable. It's also a great way to highlight your current commitments. For example, you are asked to join an additional committee that does not fit with your strategic priorities. Explain your current committee commitments (the first yes), how that prevents you from joining an additional committee (the no), and finish by confirming your commitment to your department and your work (the final yes) by asking if there are other ways you can contribute that don't require you to join an additional committee.

4

Make sure you're actually saying "no"

Make no mistake about it, no is a powerful word that you should not be afraid to wield. When it's time to say no, you need to avoid phrases like "I don't think I can" or "I'm not certain." Using limp phrases instead of saying no will often be considered a yes. When it's time to say no, just say no!

5

Be prepared to repeat yourself

If you say no and the other party pushes back, the best thing you can do is repeat yourself. This is much easier to do when you recognize beforehand that it is often necessary. In some cases, you may have to repeat yourself more than once. If you offered any explanation with your original response, you can repeat this explanation or just say no again. Don't back yourself into a corner by trying to explain yourself further. It is your right to say no to any request, and you'll often need to be firm in order to have your intentions understood.

What is one commitment that has affected your productivity in the last year?

Choose one of the strategies above and write out what you could have said to advocate for your priorities.

3 Negotiation Tips for Women[7]

As a woman (and as a BOSS woman!) you need to know how to negotiate for yourself to get what you truly deserve! Here are 3 tips to help you negotiate like the fabulous and fearless woman you are.

1 Closed Mouths Don't Get Fed

The biggest mistake a person can make is to accept an offer at face value without making further inquiries and really exploring everything that the organization is offering (or should be offering!). We have to teach people how to treat us, and the way we enter into and navigate an organization will reveal how our reputation can proceed us…in a positive way. Negotiating is necessary to get where you want to be and any professional should be comfortable having the conversation.

2 Negotiate, but watch for the signs

You have to negotiate like the boss you are! When you reveal how much you would accept too early on, it tells the other party that you are either too eager or unprepared for the conversation. The key at this step of negotiations is to provide very broad details and hold out on giving too much information too soon in the process. It may be uncomfortable but it will get you much further in the process at the end of the day!

3 Put it in writing!

All is fair in love and negotiations, but you have to remember that in negotiations you have to get everything in writing. If you have just finalized a verbal agreement, send a follow-up email that summarizes and confirms everything that was discussed. Ask for the other party to respond that they have received the email and that they agree with it. Any person that is on the "up and up" should have no problem with doing this…if they do, watch out! They may not be planning to live up to everything they have verbally agreed to.

The Process of Cultivating Your Mentoring Network[8]

A mentoring network is a group of experienced individuals who are uniquely poised to give you the help and advice you need to accomplish your current strategic priorities. Follow the steps below to analyze your current mentoring network and take steps to expand and make your network work for you.

1. **Assess your current network –** Page 12
2. **Identify your current needs –** Page 6
3. **Ask: Who is best suited to help me meet my needs?** Page 12
4. **Identify and eliminate limiting beliefs –** Below
5. **Plan to maximize your opportunities to meet mentors and commit to ACTION –** Below

Identify and Eliminate Limiting Beliefs

Our beliefs about mentoring networks can prevent us from cultivating a network that works for us. Circle the beliefs that have limited you and create a counter-story that will help you move past this limitation.

- My work isn't ready to show anyone/good enough.
- I may be rejected/embarrassed/humiliated.
- I don't have the resource/time to _____.
- Nobody has every helped me in the past, so nobody will help me now.
- I'm afraid of _____.
- I don't know where to find _____.

What are THREE actions you can take THIS WEEK to move forward? Consider identifying conferences and events where you can meet new contacts to invite into your network.

_____

_____

_____

_____

My Mentoring Network[8]

Below is a list of the roles that the mentors in your network may play. List the names of your mentors next to their roles. Mentors may be repeated. Note any mentors that play multiple roles with a star. Circle any areas in which you do not have a mentor. Would finding mentors in these areas help you meet your strategic priorities? Consider people who may fulfill this need and write their names.

Substantive Feedback

Department Colleagues

1. _____
2. _____

Professional Editor

1. _____
2. _____

Sponsorship

Senior Faculty in Your Department

1. _____
2. _____
3. _____
4. _____

Access to Opportunities

On Campus Mentors

1. _____
2. _____

Off Campus Mentors

1. _____
2. _____

Peer Mentors

1. _____
2. _____

Emotional Support

Friends

1. _____
2. _____

Family

1. _____
2. _____

Other

1. _____
2. _____

Intellectual Community

1. _____
2. _____

Safe Space

1. _____
2. _____

Accountability for what REALLY matters

1. _____
2. _____
3. _____