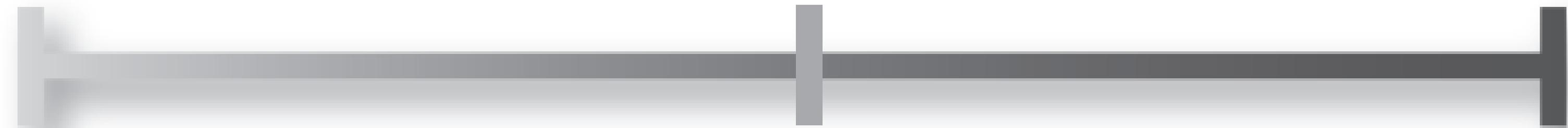


**FOCUS ON OTHERS**

**TAKE CENTER  
STAGE**

**BE A HOPELESS  
NARCISSIST**

**Where are you on the scale?**



**SEEK APPROVAL**

**PROCEED UNTIL**

**ACT**

**APPREHENDED**

**AGGRESSIVELY**

**Where are you on the scale?**

*Are You Allowing Any of These Habits to Rob You of Personal Power?*

**Do you . . .**

- Talk about what you are not good at
- Use qualifying words (“sort of,” “kind of,” “a little,” “I hope I will”)
- Preface statements using qualifiers and preambles (“I am not sure, but . . .,” “I’m not the expert, but . . .”]
- Overexplain or overapologize

- Deflect compliments
- Take a long time to get to the point
- Ask permission
- State your comment as a question (“Don’t you think . . .?”)
- Speak too softly
- Speak too fast
- Have poor eye contact
- Have poor posture
- Over- or undergesture, repeatedly use or overuse a single gesture
- Put your hands in your pockets
- Shift your weight to one leg
- Cross your arms across your chest
- Touch your face
- Fiddle with your hair

*Source:* Adapted from the work of Deborah Tannen as well as Flynn Heath Holt.

---



**BE MODEST**

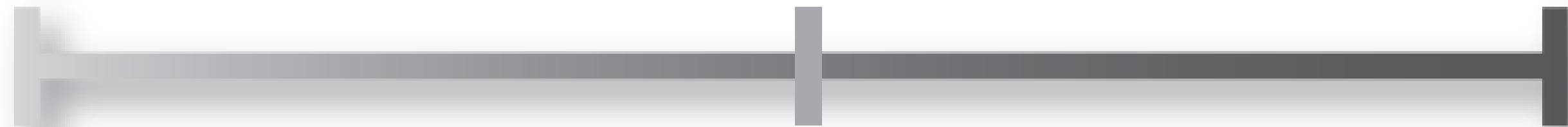
**PROJECT PERSONAL**

**BE**

**POWER**

**ARROGANT**

**Where are you on the scale?**

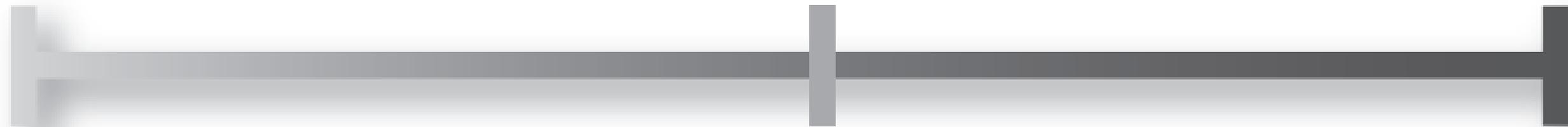


**WORK HARDER**

**BE POLITICALLY SAVVY**

**BE A  
RUTHLESS  
POLITICIAN**

**Where are you on the scale?**



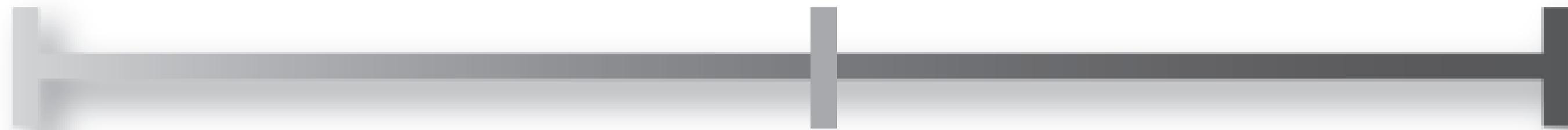
**PLAY IT SAFE**

**PLAY TO WIN**

**PLAY**

**RUTHLESSLY**

**Where are you on the scale?**



**IT'S ALL OR  
NOTHING**

**IT'S BOTH-AND**

**IT'S ALL  
MY WAY**

**Where are you on the scale?**



**Jill Flynn** became senior vice president at the nation's fourth largest bank. During her tenure, the bank experienced exponential growth through over 100 mergers—and she established award-winning leadership, diversity, organizational consulting, and employee satisfaction initiatives.



**Kathryn Heath** became senior vice president at the nation's fourth largest bank. During extraordinary expansion, she spearheaded leadership and management development, centralized worldwide training, and deployed multiple channels for nationwide delivery of new, measurably more effective programs. Kathryn was widely recognized for her inventive and results-focused work.



**Mary Davis Holt** was senior executive vice president and COO of Time Life, Inc. She also held executive positions at Time Warner with oversight ranging from finance to IT, marketing, and human resources—including worldwide manufacturing for Time Inc.'s magazines including *Time*, *Fortune*, *People*, and *Sports Illustrated*.



**Authors Jill Flynn, Kathryn Heath,  
and Mary Davis Holt**