

10 ways to shoot yourself in the foot in the workplace

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- ✓ **Institution:** YouTube
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🔊 [0:00]

I first met our first key note speaker Nora Denzel 2 years ago.

We have an annual census of women business leaders in California, and we have an event in this... This one was another bay area couple of years ago.

Nora came and she spoke.

She was absolutely riveting and she was wise and funny and I then try to get her to come.

Come and speak here to you.

It's taken me couple of years.

But here she is.

Nora's talk was really to a standing room only crowd.

Anyway, I'm gonna let you judge of a Nora's wisdom and good sense.

When I met her, she just left Hewlett Packard.

She has risen to senior vice president of HP's global software business.

And she led the division to double digit growth

Today's... After a 2 year break, she is the youngest retire-president I have ever met.

I have to tell you when she spoke at our event, she had just stepped down and she got up to the microphone just like I am now.

She pointed to herself, "This is the new look of retirement."

Of course she cracked everybody up.

But today she is back from retirement.



She is senior vice president and general manager at Intuit.

She leads a one of the software company, fast as growing units which offers payroll services of the small businesses

They are headquartered in silicon valley, Intuit is a leading provider of business and financial management solutions.

And I think many of you know their products are quick & quick books in turbo tech.

They have 8000 employees, 2.6 billion revenue, and this company is recognized as America's most admired software company, and one of the country's best places to work.

Nora began her career as an engineer at IBM and advanced very quickly during the 13 years with IBM.

She became one of IBM's youngest executives at the age of 33.

She earned her bachelor's degree of the computer science from the State University of New York.

And her MBA from Santa Clara University.

She serves on the board of directors for the Overland Ink and supporter network and Anita Borg Institute.

Today she's going to share with us what she learned she climbed corporate ladder at IBM and HP.

🔊 **[3:00]**

She's gonna offer us some good advice and her talk, "The top 10 ways you shoot yourself in the foot at the workplace."

So please join me welcoming Nora Denzel.

Nicole, thank you for your excellent introduction certainly not well-deserved but I'll take it, and that's what the career I give you, if anybody say something nice about you, you just say, "Thank you." That was excellent.

As Nicole mentioned, I'm SVP at Intuit, so hopefully, how many of you used Turbo Techs.

If you're not, why not? I need to ask.
It's never too early to start your taxes.

Actually we also have really great, quickness on online now, it's totally cool.



You have to try that.

So, that's my shamless plot, but it's an awesome company.

It is voted many times one of the top places to work in the world.

So I'm Nora Denzel, what happened to my career was, I was... I guess, always engineer if you have a CS degree, it serves like a statual limitation, and how long you are in undergrads.

So started as an engineer at IBM, I became queen, priestess of computer storage.

I know that makes many of you jealous, but I've been on the cover of Storage Magazine.

Maybe you have seen that issue, Computer Storage Magazine.

I have been on the cover.

I signed in the back at the end, so people always asked me about storage, I was used to being interviewed and talking about computer storage.

Once in a while, a question will come up about being a woman engineer and a glass ceiling.

And I just got really trained at answering it, and then go on back to computer storage.

But the prevailing wisdom at the time was, there was a glass ceiling that would prevent woman from going further.

And this one reporter actually asked me if I felt women shot themselves in the foot in the workplace, which totally through me for the loop, cause no one here to for had blamed on us, they were always blaming on them, holding us down.

I was like, 'Oh my goodness.'

It really, it just set me thinking and I thought, there are things that women do sometimes to shoot themselves in the foot in the workplace.

If I ever, I caught a fight into 10 things I would see as traits.

But as I started talking about that, and became popular I realized that men would come in the audience, and I'd always ask "why are the men here?", it's called "Way to women shoot themselves in the foot in the workplace."

And they answer by saying, well that's where the women are, that's why we're here.

But then they say, "Hey, that's applicable to us."



I changed to.

These are the things that I have seen in my career, how you shoot yourselves in the foot in the workplace.

And this is really aimed at those of you, I know that I am older generation, our generation was about greed.

There's nothing wrong with that.

You watched the movie <Wall Street>.

Greed was good, we were very ambitious coming out.

I was reading article in 'USA Today', and it was today, it's really about doing good for society, doing no evil etc.

 **[6:00]**

And I think there's absolutely nothing wrong with that.

But I also think that doing well for yourself allows you a platform and also do a bigger thing.

So there's nothing wrong with ambition.

You might not want to call with that because probably physically incorrect in next decade.

But then I'll tell you this.

Greed will come back, and do social good.

It comes like, 60s was doing well, 80s was greed, so it's gonna come back.

So, it's okay to have some ambition, and this is about how not to squelch your own ambition.

So put together, these are the top 10 ways not to shoot yourself in the foot in the workplace.

Number 1, I call this one, you have to control your own PR agent.

Your own PR agent is you.

A lot of you think whatever's known about you in the industry is because other people are saying things.

The problem is, every time you open your mouth, you're issuing a press release about yourself.

You are putting this information out on the wires and you have to be very careful.

If you really are ambitious and wanna move up, you wanna start putting how press releases off I'm pretty competent, I'd like to move up and I'm career oriented.

Sometimes people forget that what they say is starting to position them as a brand in the workplace.

I'll give you an examples.

Now I'll give you gender, specific ones.

Sometimes women have trouble with accepting compliments.

It's the funniest thing when someone accuses you being competent, you actually try to talk them out of it.

So you all know have this.

I'll take it through your personal life if I compliment you want, your outfit..

How many of you, you know how to say "Thank you"? I'm glad you like it.

How many of you have said "Oh? This?" I bought it in Marshall's, it doesn't really fit, and there's hole in the back.

Is anybody ever have suffered from this?

How it transverses in the workplace is, I say, "Hey, that look really awesome."

That was a great presentation that you had here.

Somebody's experiences, Nicole's is 'Thank you'.

If she wants a sale in Marshall's, I'm glad you enjoyed it.

So she's not getting she's not getting a big head, but she says...

What really happened there, there was a transaction of Nicole, I think you're competent, and she says "thank you."

And she's also agreeing, "yeah, I'm pretty much thank you for notice again."

Some women say, "Oh my god, you like that?", that's not my best work.

Oh, I was really tired, you know, this thing I'm gonna step down and go through my



head, I'm worried about new building.

I don't have those numbers wrong.

They were wrong.

And I was thinking, 'Wow!' You know, I have a mental legeres(?) senior VP always recruiting, always thinking who I'm gonna put on team.

So I'm saying Nicole.

Put your right side of the legeres

You got assets, I think maybe someday.

What she's saying, "No, Put me over here.

It's funny because other people will try to think your career.

It's rare that you do it to yourself.

It goes... "yeah. I'm not really that good. I wasn't a good dean."


I gotta tell you, I was not very good.

I didn't know my material, I don't understand what I'm doing at the university.

She's putting out a press release and every time you open your mouth in the business.

So there's a ton of work, I think Tom Peters was the best.

He's got this whole thing about "You are your own brand." I think just like a credit check.

 [9:00]

You should be doing a brand check on your own selves.

And if you really actually wanna move up, you might want to make sure that the things you say are conducive to that.

In my own career for example, when I was at IBM they wanted me to take this great job but only thing I didn't like, it was Tucson Arizona.

So I said, "Ok, I'll take it." There's nothing wrong with Tucson, but you know my husband lives here.

So I'll just commute, and I'll make it transparent that I'm commuting.



And so, it was hell.

I mean, it was just, you know, the American West flight attendants are better than you know, you know the airlines schedules...

Once in a while we got the Phoenix Suns plane, it was actually kinda nice cause the Legros was phenomenal..

It was like first class for the whole time.

Cause American West was the flight.

But the rest of it was pretty terrible.

But people ask you in the hall, how is it going.

Right then, you got a moment of truth, of a press release.

So, are you saying the whole truth, and the nothing but the truth was I hate it, and I missed every birthday party and every life event and you know, I never know the city I was in.

And I'm not eating right, I don't exercise, and I'm always off my game and I cannot wait till this ends.

And that mean that's the truth.

You might wanna be minimize that just a little, and say something like that.

I'm learning new things.

I mean, you don't wanna lie ever? But you also don't want...

You know, somehow some of the students have integrity line, you know, in the gene pool a little too long, I was like, I need to now say everything that just came to my mind.

So those are some of the things that I would say is control your own PR what's out there you put out, and it's internet age it doesn't even disappear.

It's not like you whispered in the hall I'm having trouble.

Cause it translates to she's not tough enough to be in executive we actually gave her big, huge cooperative job, she would never move, or she's wining about taking non-stop to Tucson or go to Phoenix.

But that's what they think.

And so be careful and remember that you control your own PR, everything out there 90% of you did.

Number 2, if you really want to move up, just aim high.

This is how I learned, this was one day I was in the airport shuttle with my boss Judy, and I'd been working 5 years.

And so I knew...

I didn't really have goals.

Now some of you already know your goal which is awesome, I had no idea.

I just kind of stumbled in and decided to spend my life in school long.

Happiness never really had set in.

It was more about financial security paying out school loans, getting a car etc.

And so Judy asked me what I wanted to be at the end.

Now in these days some of you won't believe this, but we stayed at company 30 years.

I know that's something foreign to many of you but people stayed and had long careers.

So everyone just assumed that IBM, I would be there for 30 or 40 years.

So she said at the end, which is 30 or 40 years later at IBM, what is it you wanna do? So I had never thought about it.

I didn't realize this was one of those moments of truths so I just said whatever's on top of my head.

I'd like to be third-line manager.

So in non-IBM speak, you're managing about 100 people total.

And those 100 people go into two sets of management layer.

🔊 **[12:00]**

So this first-line management layer, second-line and you're the third-line, get about 150 people in your work.

So Judy's doing the math, figuring out you're gonna be here for 40 years, and you're gonna manage, you know, a hundred and fifty people.



She just said to me, "Never say this again." That was like...

So I thought, "Did I swear? What that earth did I do to offend this woman?" I said, "what?" She said it, you know, someone is bright as you, whatever, you should never have such low goals.

I was thinking, I don't even have a goal.

But I was thinking I gotta get her off my back.

Cause she's gonna ask me again.

So my point is I had no idea what I wanted to be, no idea if I want to move up or not, but I just knew she was angry, thinking, 'Alright. I need to have a career goal.'

So I decided I don't know what I wanna do, I have no idea what these other people in big positions do.

But I don't wanna be caught flat-footed again when they gonna ask me.

I thought what if I was somebody that did have a career goal, what would it be.

So I made it up.

I basically set I wanna have all the software of IBM.

I just set that.

I thought asking for the CEO would be a little high, because I didn't think that that was in the cards and that might put people off so I said if I can say I'm a software engineer one had all the software, perhaps I will buy you know I'll buy entry to the second round of the questioning.

So I just basically set that.

It was amazing after I articulated goal how things changed.

Now remember the whole thing was made up.

I just set it to get through the conversation, but I really learned and I really tell you, even you have a goal which is phenomenal, some of you got your lives in order, different parents you get the whole things out you actually in control.

Others of you are saying, "I don't know. I'm not sure what I will like." But I know that by stating a goal other people edited it for me, and gave me tons of advice and I was also sent to special classes and lots of training I think I showed some competence I think that's gotta be comment also by articulating it, people then starting to see me as that or telling me you're not going to ever be that and giving me better advice, of

whether you move or something else.

So a lot of people say, you know, "I don't have a goal", my point is just aim high and so some of you are thinking "I don't know, do I wanna be a senior exactly, cause they're wearing, what if I have children, what if I don't have children, what if I have a nanny what if my spouse relocates, my recommendation is just ask for aim high, and you could always turn it down.


But you take yourself off the list when you do that little syndrome thing like my god..

Jesus I want someone even if there are little bit less skills that wants it.

I put them in somebody that's what I really wanna do, but now remember this is all about doing better you know, moving up, you know so you can do better in the society so if you really do wanna move up, aim high, articulate in early and often, let people edit it for you and get that advice.

It's a way better than saying I don't know and actually happened in IBM was, so I set that I became an executive and one day he call me the office and said okay this is it.

You're the few the proud, the brave, the strong.

 **[15:00]**

We want you to go assignment to our chairman, the chairman was Louis Gerstner at the time and in state of New York, I lived there for a while and then we'll dispatch you out.

That was my big ticket to the show and I ended up turning it down.

I mean, I did end up turning it down, I felt really bad actually changed my life because I went to a start-up and then my entire life changed, so it was probably the best thing that had ever happened to me but..

Just articulated and when the moment of truth comes you always can say I can't take it I gotta washed my hair you know you could always take yourself off after offered, but you but taking yourself off before it's offered you might actually want it.

Even if you're unclear.

That make any sense to you cause it's made ton of sense to me.

Number three.

Learn how to ask.

Learn how to ask.

Now, I hate to do the gender thing, I have meant not only knew how you ask they



would tell me what they're gonna have.

I'm their manager, I had this guy that I manage named Mike, and then IBM manager was kind of a gateway everything and Mike not only knew how to ask, he would tell.

He come in my office and tell me, "I am going to go on international assignment." And you remember, manager is the key to your whole entire life and he comes in to me saying, "I'm gonna go on an international assignment." And I was just humor, "oh yeah, really? You know where?", "No, I don't know where." But, you know, you're gonna send me and I'm gonna go and when I'm there, this is my kids are gonna do, I want them to learn a language and I was just listening to him.

Just try to be nice waiting for the opinion surveys and so I could get a good grade and move him out.

Right? But what happened later was I was in a meeting and there's tons of things on agenda, we were very hurried.

And my manager mentioned that SAS airlines needed, and I, an engineer, with mike's skills, that wanted to live, and to be honest I have no idea what country was.

It was Scandinavians, it was one of those countries over there.

And so I said, he live in the cold part of the world.

Do you know anyone that would give up the living here to live there? I was like I might know someone within forty eight hours to swear the god Mike is on the plane.

He'd already decided where's he's gonna put the stuff, and rent a house, et cetera.

I had a new hire and she runs to my office breathless one day and I said, "What is it?" She goes, "Mike, he's going out on international assignment!" and I said, "Yes." She goes, "Oh my god! I might like that one day. Where was is posted?" And somehow was raised to believe that everything's fair? That's the smarter people get promoted before the dumber people.

That reaches in everything only go to the best.

So there's a packing order and successfully set the backroom and sorted out and then make sure that everything's fair.

And everything's posted.

And all of you have equal opportunity she also thought that her manager read her mind.

You know, that might psychologically, you're likewise I knew, you know that she wanted to go on an assignment, she didn't really get that, everything happens it's almost like when your husband has a remote.



It just goes so fast.

You're just like in a meeting, somebody needs somebody to go, you're like, "Yeap, Mike can go."

Okay the next topic.

And then you're just going so fast, you're not really sitting back saying, "This is my department", who deserves more who would like it more...

you got a guy... poop! Send me to Scandinavia, you have a Scandinavia - you do a match dot com and they're gone.

You know, it's not really, I hate to break it here.

🔊 **[18:00]**

Maybe another in other industries, but high tech, I have not found to be the fair and just land of the worlds.

So my only point is learn how to ask.

Later, same job, I'm still the first-line manager living my life and I have this big I don't know what they do and if I'm actually asked to be ahead of software, what if I don't like it? Maybe I need to edit my life based on some actual practical experience so I thought to myself what would I do.

Now this is way before take your child to work day and shadow programs.

So I just invented in my head, I'm gonna go meet with our senior vice president and ask him can I spend a week with him in shadow and see what he does.

And I just got all my courage up I got on his calendar I don't think he knew what to do with me, I just said, "Hey, can I spend a week with you?" and he looked at me and said, "In work?" and I said, ah.. Cause I said, "Someday I want your job", and he's like ninety and I'm like fifteen and I said, "Not right away, I'm not taking it right away" and he's like ... I'm not really worried.

So he got nervous and said "It's ok, fine." I think he just said it to shut me up. So for whole week I just went every meeting with him walking around and he was wonderful and learned more in that week than I did the whole 5 years I've been in the company, he was so good as a mentor he stopped his meeting five to seven minutes early and he would tell me, "This is what I was doing in there." That guy was trying to do this, and this guy wanted to take that, so what I did... I learned so much.

Everyone was looking, why is Nora following that guy around? You know, why is she caught in those doors? And Ann came to me, I'm still a manager, couldn't get rid of her, she comes and she says that, "What were you doing?" and I said, "Oh, I was



shadowing.” And she comes, “What's a shadow?” so I said, “Well, it's a word I made up to say that I spend a week with him just to...” I didn't give him my whole life part, remember the whole PR thing? I just told her, “I just wanted to see how he did.” She's “Oh my god! That might be really fun! Where is that posted? How do I do it?” So that's a thing you just learn how to ask.

Nicole met me and then she just hits me up ask me, can you come and speak.

You know, it's actually funny because I come in your own suits and ties when I went to school we won't wear those.

That's all I have to say.

First of all, the CS majors weren't up till this hour, and second we didn't have clothes like this when I was in school we didn't dress, it was like a funeral or wedding so that's kind of freaking me out.

Ok. So just learn how to ask I cannot tell you how many things you get when you ask, and not only in your professional lives but also your personal life.

I was in beyond I wanna buy one of those Emerald Legacy sets of cookware, I have a twenty percent off coupons.

You have appeared you know how important those coupons are, ok you do? ok. good.

And it says right on the bottom except Emerald Legacy cookware.

So I went up put on a face just said in the lady “Let me have it.” It's amazing even when it's written in writing you need to check out at eleven.

Emerald Legacy cookware.

You start asking and you cannot believe the good and services that you wrack up.

So get your courage up learn how to ask, for the men, ok if you're already asking learn how to tell, for the women that are afraid to ask, just learn to ask.

So there's like a three levels like a Ph.

D levels, telling people what you're gonna be.

🔊 **[21:00]**

The graduate levels asking, and then undergrad clearly they don't how to do that.

Number three.

I would say what really helps in a career you got to lighten up and separate.



So this one is really a you will be offended.

You will be frustrated.

These are things that are normal.

I think that's why they're caught work in not play, I'm not sure, but a lot of times people don't understand that in work there's unlimited wants and limited resources.

So when finances cutting your budget , they're not the evil mean, mean person in finance, that's just the role playing.

If you did the play again you're the person to finance.

You would do that.

I find sometimes women especially don't get that it's all a simulation game.

I mean it's all just parts of a play.

And they'll avoid them and not keep relationship because someone's against their proposal rather than understanding and look it's a poem of adversaries with happening this is how we navigate.

It's really funny my husband comes home from work, I say, "How are you?" "Good." "Anything happened?" "No." And you reading the paper his company had the biggest layoff of all time and they're merging with another one..

You don't even know his boss's name.

Well, I'm saying, okay.

She came in a media, she was wearing a dress I was wearing.

She said this to me.

She said that, so I said this.

You know? Lightening up and separating, when you separate that it's just a simulation game, and ask yourself if I was in his part what would I be doing, people that get so involved, you're not actually a great employee, believe it or not.

You wanna just remain objective lighting up.

Let those things that you know I can't even give you a full accounting of everything that was offensive to me, women and male-dominated feel, people just say things they don't even mean it.



And they just say things.

And what I learned was in the corp environment information is incredibly important, and if you're put out these barbs you know you'd better not cause say that I'm a bad driver that offends me, I am actually a bad driver doesn't offend me but if you send that out no one will talk to you.

So you really have to lighten up.

On the things that you find obviously there's a legal moral ethical those things are off the table but things that really to me I was quite about until I ran the unit and then I could change the environment.

So I have hair raising stories of things that people said to me or what they said about other women are what they said about other things, but by lightening up, and separating, it really makes you go.

You know, miseries are optional.

That's what I really learned.

I'm not gonna allow you to make me miserable in the job.

I'm gonna stay as long as I learn things and then when I run it, I'm gonna fire you, but until then, that's what you have to think.

And I mean this was I won't cut through because I don't think we have said but I have a thousand examples and maybe you do in your environment little bit too close to find, what a! Cut it out! I mean, it's a job pay pal.

It's just a job.

And you get so close to it, you're kind of Psycho Sally.

You really don't wanna be in that way, you wanna make sure you lighten up and you separate.

Number 5. Ok.

I have to do this.

🔊 **[24:00]**

It's alcoholic you have to kill congeniality but I realize that the men in the eye you might not even understand.

So I'll explain it and then I'll give you sports analogy... but I realize what the man in the eyes you might not even understand.



So when explain it but then I'll give you sport analogy because for god sake, how many sport analogies.

I've said I don't watch football.

The next time I will play, will be the first time I'll play.

I did tea parties.

I feel cocky, but anyway.

Kill Ms congeniality this basically is when I grew up so politically incorrect.

So don't raise your hands.

They had just think of Ms America I don't even know do anymore but in this part you are not going to believe.

They will send these for women.

They send these women are in the bikinis and high hills.

Two things you are at the same time, all the time, right? And they little early would say how tall and how much they weigh all the time.

it is almost like grow up beef auction bring up this women this is MS Idaho she's ten feet tall she was eight ounces and I watch, I always watch to see if I could fit in the matrix.

Unfortunately I like Ms Montana I couldn't take the new.

I was not, you know you didn't have shot some of those grows.

All the things that I noticed doing that researches year after year, the grows in the vote for one of the prizes so that judges judge them on whatever their talent, skills, their essay question but the grows who's the nicest one.

They call Ms congeniality all day.

That is not done by judge everyone that hung out with them for a week.

What I notice year after year after year, Ms Congeniality never won a contest.

Never won.

They're the girl came to win and what? And grows I don't know if you want to know it actually win Ms Congeniality if you win it you're proud of it. But they never won.

They never got the scholarship.



They get like a swap in a same pool something like that.

But they didn't win the contest.

And so what I mean by that is if you are raised in that way and maybe you were.

Oh my god somebody is yelling at you.

you better make you comfortable, you curse them, maybe you should don't ever your back.

Or you know there is no money so you can't give you raise sympathize with them you never speak up be wrong that is what Ms congeniality already does.

But she is not in the corner office.

That is the issue.

If you coming to and to move up when people ask you like, for example, I'll give you an example when I was in IBM, third year and they want me to be the united way coordinator.

I thought it was great, I did it.

It was phenomenal and local community leaders, I still I can go on for hours and how that change.

My life was great.

But it also takes a bit lot of time and I was very career oriented.

So the next year, in April agent came to me again would you do this again.

And what they really saying is will you do this for your life? Will you be the sucker?

The way campaign to rest of your because everyone else won't take it.

But they don't say that way.

They say in different way you are the best coordinator we ever had and this is really great.

What I learn was it, I already learn enough from it.

To show that I numbers up.

But I don't need to do it in the rest of my life.

🔊 [27:00]

Ms congeniality will do and feel bad when she said no.

Ms Texas on the other hand with big hair and teeth.

She ain't doing it three years in a row don't get me wrong.

It's nothing wrong with Texas. But they will not. I'm telling you. This is a trick so in the football analogy what I'm saying is you want to be the quarterback.

That is what you want to be going up through the engineering wanted to learn a vision run a division because I don't know why people say you know you'd be great in human resources.

There is nothing wrong with the human resources.

Just people actually major have incredible careers whole human resources of hall of fame I was not interested in it.

I wanted to be something else I wanted to be division head?

I think Ms Congeniality would feel troubled by that.

She should do what was being asked.

You know I better behaved I'd better make up fast.

It is really funny giving outrages. I've been woman come to say hey you have done a great job and everyone loves you.

They love you.

People go up in the high tell the truth they love you.

I have to tell you some. I'm sorry we just do not have money in the budget, you saw the earnings.

And I'm so sorry.

Your envelope is empty.

She's fine.

She didn't even come back to me.

You say that your man 'hey if there is no money, I'll get it.

You know, but I might have to go' you know they don't have an issue with being Mr



Congeniality.

If you are playing foot ball if they ask you that you don't want to be the water boy right? You want to be the quarterback and you have to make sure your what you are doing is on your agenda.

And being nice, it may not get you the end.

So that's number 5.

Number 6, what helps you a ton especially move up quickly and you are really young in your roles, or in experience.

You have to learn how to act.

That has saved me thousand times.

Because you are sitting in the... talking earlier I had met Bill Gates.

I have met Bill Gates and I was petrified.

I mean actually petrified there is no way that I can get out of the meeting other than quitting.

And that's probably I didn't have anybody to call and I had to do it.

You are scared.

And I mean he is going to know your SAT scores by looking at you.

You don't think he does? I mean he's got and know everything about microsoft.

Maybe you guys want to be scared Bill Gates.

But when I was at my second company, I was corporate officer.

Too huge venture how do I get in the room?*/ (And our board was CEO with Three com.

CEO in Formax, and these two huge venture capitalist.

And I'm sitting there how do I get in the room? 29:14) maybe you want to be scared by that.

Maybe there things that you are just little nervous.

I was the youngest the only girl managing all these male engineers.

And they always say 'oh you are younger than my son!' but whatever but you know,



still have to do that.

In your kind of scared a little bit scared you are consulting and you have to go and meet CEO and GE to tell how to do manufacturing better.

Learning how to act to get through it at all.

I mean you just act as if you are confident for just like someone who is confident.

Pick out someone and act like them.

A lot of people say isn't that disingenuous I don't think it's disingenuous because when you start to act you forget who you are eventually you turn in to anyways whole things become blur.

So I don't think this ingenious.

🔊 **[30:00]**

Disingenuous I think you cut yourself and you shoot yourself on the foot by saying 'oh my god first time we ever have lunch, I'm really scared not even know anybody who come'

It doesn't really give you great image.

I actually what I did take the time up actually got method of how to act.

I don't even realize it's major.

I mean whole things like entire major and you there are techniques learn what professionals do .

I think that helps you through all those times you are feeling like I don't know what to do.

And that goes into number 7.

You have to feel comfortable with being uncomfortable.

And some of you don't.

So what happen is you really want to run something.

You usually multi-discipline from somewhere from engineering you come from somewhere I come from engineering.

you also have to understand finance, legal, all the corporate communications, marketing and so you move around a bit.

And it's uncomfortable.



And sometimes people get so uncomfortable they go right back to where they came.

I better just stay in engineering because I feel really comfortable there.

I feel that I have the depth in the breath.

I can do that but as I move, god I was uncomfortable.

First time I knew supervisor, the first time I did almost anything.

You have to learn that just like a sport.

If you are not feeling uncomfortable you are not learning and just like a sport.

You are sore in the beginning like a beginning in ski season.

The whole show of couple weeks.

Then it starts feeling ok.

And that is the same thing as you move.

Now you might be you are having huge allergic reaction something what I recommend is put a day in your note book six months out.

And just tell yourself now think I'm not gonna think about how I feel.

For six months if still truly hate it and feel sick in my stomach every day morning then I'll give myself permission to come back.

but in until then I think a lot of careers are stopped because you went and got scared and came right back and you always dreamt about what you could have been.

So now I'm so on the other side of that I always try to be dumbest person in the room and for me that is pretty easy.

Most of the time but sometimes you want to be the dumbest one in the room because you learn the most.

Did you ever sport team in the best? You don't learn a thing.

And the actually it's entropy of it Get a little cocky but it's not good for you.

it is really good to be in the major when you are not really ready.

I'll tell you that you learn the fastest.

When you are the dumbest one in the room, you are much more open to learning.



You learn a lot every day.

And you grow a ton.

So in this new job, I mean small medium business segment, it is all about internet marketing I came from enterprise what we call them customer individually we sold the thousand things from millions of hours.

Now we saw millions things from hundreds of hours.

Totally different.

It's very humbling decisive table I know but every single person knows more than you do about the subject matter.

But it's like a whole Renaissance in your mind of learning.

And it keeps you remember, keeps you sharp?? and keeps you analytical skills faster to skills faster*/ because you have to go quickly.

Because these guys going to figure it out that you don't know what they think.

🔊 **[33:00]**

So striving to be dumbest sounds very much opposite what you trained from UC Davis you have this MBA and smarter than most people but it's really when you are over matched when you are in the most.

But you have to be so secure in yourself or so psychotic.

That is ok with you.

that is ok that I don't know and you tell the truth you also build them up by saying you are the expert in search engine optimization and you are the expert in a social marketing.

Teach me.

Oh my god they just open up like books.

When you admit it.

When you try blast, umm... not so good.

That was the man in the audience in the bluffing part.

Number 8, this one is huge.



This one if I get, for me personally and you will have on your own, this one is huge.

'Embrace criticism'.

Criticism is your friend and for some of you, it will be a gift that just keeps on giving.

It is awesome and some of you get a little defensive, I don't know I had differences parents and most of you.

My parents are like you know "you are not good enough, you are really horrible at everything" If the teacher complain, they wanted to hiring lawyers for teacher they will be the ones yelling at us.

I mean they didn't take anybody side rather than whoever made complain very different in the hovercraft parents we have today.

So we were you are graze them like no good, you are mount to nothing, your life as you know what it is pretty terrible.

But I think that understanding that criticism from the right people is extremely helpful.

Somebody is actually taking the time to give you a message that is hard to hear but is actually help you.

So what I have seen a lot of times these guys to come out ok you are not going to believe.

When I was girl, well you're not gonna believe this but.

When we play sport, only one person got MVP trophy.

When we play soft ball people bad and if you struck out, struck out.

When I go to see ball games now everybody gets enough, everybody gets a trophy

And so you might not be use to feedback or criticism and you know you might not be able to accept that because you have it never before.

But once you open your mind to it.

It is for phenomenal when you get that real boss for happy /*never happy*/ those the ones you want to have, those the ones you learn.

and if you really open your mind sometimes I am giving a performance review or just some coaching and I notice defensiveness in a so big human shield comes up and I'm here later trying convince everybody in a hall.

You know she said this, she's wrong, she's wrong, she's wrong, she said this, she actually have gone say this.



and I'm thinking to myself that's lesson I'm encouraging of giving you because I'm really busy It's paying enough to give clearly can handle it.

But sad part is you are shooting yourself on the foot.

And you're stunting your own career growth you have got it again.

You have to say to yourself criticism is gift.

We have got a boss who is for phenomenal comes from West Virginia country nice if it's not nicest state in country.

I don't know what is.

🔊 [36:00]

It's very hard for him to say anything that's less than positive but my job is to pull that out of...but in a nice way, but not right in front because it stops the criticism. The other thing you wanna do is pattern imagine.

If you are in so have a day I had the first manager ibm it set ups bad things some like what up i'm switching, so I swithed and then a second manager who didn't know said says similar things my god but read the same book but I don't do any of that but the third manager when she was saying the same stuff so I decided to only common denominator was me nad that's what I started a pattern match and say you know it's three of mercedes same thing it might be a shred of truth in it dislike this much and I started to embrace it messer to sort because I accepted it.

So those are two points is sometimes you'll get someone that gives you criticism because the somewhere to vent their background that you had nothing to do it, if you don't hear it from anyne else ever you're allowed to discount.

But if you're starting to hear little your brand is starting to get a tarnished and that you keep hearing the same thing you've better own that perception and you better start to change it and tell people you're open to it.

And then really bet them for that's a criticism there was a book covered criticism and critical ads at a fistful print it.

That was subminor and my learning in in the nineties it is covered critical edge it was really about the gift that keeps on giving

Number nine, leaders have attitudes that they make the rules and so what I mean by that is especially through a large organizations which I've been in three large in one small, rules exist for everyone to just kinda heard them all together so you have to had salary grades so you have to had roles we have anarchy but true leaders, think in their heads, that they make the rules.



And that's what I look for is someone brave enough to say that I, I realize where I salary plan, and I realize what I do on a certain days, but mine isn't done because I think we made a mistake we heard these people are too low in pay.

So some of the managers think oh i'm in thick in tie, intruded on time to fifteen grid and I don't wanna cause any distruption, and they follow every rule, And they are afraid to get in yellow flying on the filed of what do you thinking? They don't question the things.

🔊 [39:00]

Really good leaders not only go into markets that are unknown it's unknowable and they think to themselves I'm gonna shape it the way that I get needs to be shaped.

That's what leaders do so I think you have to have that attitude of i make the rules.

Let's almost wide of asks of amm... how many of you when you go to Sanfransisco, and that's parking lot fulled you go out there and you just keep going and how many just drive it? and what happens? they found someone other late ofcourse the guy compelling didn't you see it you'll oh god i'm sorry, don't lie you could you saw don't like begging is looked just like your don't carry in your area, would you do you could you have a mindset of i'd make it i decide it your last fault.

That was work every time and that's it.

That's a trivial example.

But in the workplace you've got to decide to pick your battles and decides what I doing in the software hardware company one of the hardest things you can ever do in your career.

And it hadn't been done, then done before inside of ibm adam and ibm

You just have to decide that you can do that and you have to be you know just sick enough to keep going and learn how to present in such a way that you get that done.

That's what that's what leaders are looking for into other leaders because of they aiging the work then they go into big markets and the the maple steps but the ones I always sticked in ties and I always putting in front of the class and what ever those usually aren't the ones that I see in the very senior level and that's what you should be stopped and put his you think that you score points by umm doing everything the right way.

Now remember pick your battle you know I walk up and down the hall I will not wear a badge I will not seat on a chair , I will not you know you don't wanna do that.

You gotta decide you had a really decide and the decide what it is, what it is do make the rules out of the Number ten, always remember what you're judged and I get asked a hundred type of (first holding answers result,) some of you might gotta



known that,

A type of...bringing you ahead.

But it is result.

But I get asked hundred times you know should I join this networking group or group of the school.

Should I linked in the profile?

Should I be on whatever?

What else these kids do?

Facebook, MySpace Oh not MySpace I used that when I was 10 years old.

Facebook or what are somebody newer one?

The key is well first is, no one can give you employeer's security.

Sorry, I wish they could.

But I don't think even university can ten year guaranteed forever for the rest of your life.

Maybe but I don't know.

I don't think anything is permanent.

But you can get employments period by having great record and results.

Remember what you judged on.

It's judged on results and it's amazing to me people come and go.

Well I don't have a results but I said I need a program and I only got 6.

I'm thinking they're so old and for that.

It's obstacles of course.

Seeing who can go to the end.

And to the end of it, it's smooth path.

And guess what? It gives bigger obstacle cause you're move ahead.

So we look for people who for the man.



You go down the court and put the ball in.

You don't say well there's 5 guys and trying to prevent me.

🔊 **[42:00]**

Well...welcome to the city children.

I mean what do you think? I mean it's results.

Results figure it out they have a consistent of track record results.

No matter what company they join.

No matter what the market is.

No matter what they're doing.

They figure out how to get results.

That's what we're looking for.

Sometimes you can get a couple of clicks up by looking better and not doing anything.

That means you don't have great boss or they pretty misguided you or misjudged you the wrong thing.

But It all sorts out.

It's very very few and incompetent people at the highest levels.

It really goes quickly if you are you don't know.

But you could get a couple in lower level some people did look better and doing better.

And moved up faster I short run but not long run.

They do get taken care of.

So just remember that you're judged on results.

And there's no credit for how hard it was.

Yeah..

What do you gonna...



Violin? What do you want me to do? You know it's hard trying to competitive and every morning.

And you're stuck on

You know that's what...

I don't know where they were taught.

That is not about result.

If it isn't going the right way and you change it and figure out what you can do on what you have.

But you don't sit and whine.

But you didn't get what you got right.

Those are the 10.

And you have times for Q&A.

who does gonna be the first?

You're well dressed and polite.

I just can't get over suits and ties.

Maybe you dress up like that for class.

But I cannot tell you the of computer science.

If you raise your hand, we'll bring up to you the microphone.

Ten minutes and we're out of captivity.

He's runs own companies at this is sad.

I don't think I can tell you that.

If you have recognized huge disconnects between and you're point number 9 what you taught to do and you're not supposed to ask forgiveness if you do it.

So I'm and curious about what you think about that.

I think there's disconnect.

But as you get into the workforce.



Way I learn that made the rules.

I was working on the weekend believe it or not.

Not people do in 80s.

And was doing something and that boss ended the shift and pick up something and leave.

What're you doing.? And I said doing what my boss told me to do.

He wanted me to test something out.

And it was dumbest thing to do.

And my big leader told me.

You always do what they ask you to do?

And that time my K12 was....you mean there's have a choice? Like I have choice in the matter.

So I definitely see the disconnect but as you from workforce.

🔊 **[45:00]**

You have to understand what boundaries are movable or flexible and which one's aren't.

I think that is the to move through.

Yeah so we start call it.

That is ruled out in the engineering community.

And then we realized that innovation and unstructured time applies on everything.

Business models, the way we do on market, way that we do on and we interfaces with customer.

So we have across the company now.

And as a leader I'm certainly, hugely encouraging of it.

But I think there's framework over there to set them free for example.

We have very large young community that new engineers come in and mixed with engineers advance longer have been in the careers like for me over 20 years.

So we took them and said.

So we're gonna give you a whole day to work on anything you want.

And here's the framework.

How can we use our products that we created today to social good?

And just let yourself go and come back with () ideas.

We're gonna have the prize.

And the CEO myself the other day, business with the judges.

And it was phenomenal.

That's how I get involved with I probably won't come up with next great thing.

Those days never happen for me.

Over for ages in my time.

But for them, they...

what they come up with was...

What was winning idea was I mention we pay 60 billion people every two weeks.

And what their idea was what if we round up the paychecks with the employers and employees permission and donate that money to charity.

You know you don't even notice between 1 and 99 cents everytime you got the paycheck.

And you wanna do good but you're so busy in going to school or working.

What if you have a great way everytime is way you're helping someone one with the clip shoes or pallet?

And that's the example of leadership putting the framework.

Unstructured time kenneling them what you want them to do.

But don't be too interscript do good.

But try to stay within the financial manager software cause you have to come up with neuclear reactor.

You're probably not get into that business.



If you used the tool we've given you.

It's an example but it is wise to spread.

It's very encouraging as a leader a ton.

Yes I was very interested in your hierarchy of donation.

And I was interested did you experienced that differently that you witness differently at the management level and executive level.

Is it different game or different responsibility for

It's a great question I think..

I still ask like you ask the board member.

Let's have a dinner and the states are little higher than....I guess my point is...I was not as... not as much as I have now.

I don't even know where states were. So I get you to the lunch and interrogate hack the out of you.

🔊 **[48:00]**

Like what do you do or how do you do it?

dumb questions come out smart questions coming out but.

But, there wasn't a big risk people say "Wow! She's not that bright but she was inquisitive at least." But, I wasn't in charge of a huge and whatever I think at this level the stakes are little bit higher that whoever I'm interrogating plays golf with you know somebody else you could you know loose a huge funding opportunity you could you have to be more deliberate at this level.

I'm more deliberate I really try to plan the whole meeting the whole set a question I had and understand that voicing a personal opinion about something I don't like in the company is much is got a huge downside where it when I was an engineer.

You know just one of ten thousand people didn't like it.

Sure. That's true.

You know I'm me personally I'm not a proponent of the tell.

I think it just a product of how I was raised.

But I'm noticed some people are yeah you do, you know always depends on your



boss.

There are the gateway at everything in some people didn't get that and they fight with them.

I mean there is no fight you ever win with your boss is especially in a short term.

So me personally I'm not a proponent of tell, but if you're so skill in asking your getting stuff all the time and you want it raise your game, "Try that." But for most of us, I think the ask is I always just think in the ask.

And it so funny people are so afraid then I always say what is it you're gonna lose.

Is nothing you just don't get you ask for but you don't have anyway so it's like I was spoken one day and this lady e-mail me on back they resisted all travel and she want to go to boss in for some date a base conference and she asks her boss.

Her boss felt so terrible that she couldn't send her, she added of what some other parting gift she got something else.

It was like she just couldn't believe the windfall just by asking against corporate travel band but the manager did something else like send it San Francisco for something else.

And so she just couldn't believe, she didn't get what you want it but she got a second prize which was just as good So you're amaze by what it is Yes.

I'm intrigued by the advice of being the demonsperse in the room.

Umm... But I have a couple questions about it.

So how do you draw the line between being honest that you are not an expert but not being self-deprecating and also how do you be realistic about what room you should be trying to get into like not getting into our room that's too advance for where you are.

I think that's very insightful question I would say.

So first of all, in my head I want to always be with people that are better.

Because of my natural tenancy, the slack off if I know that you know I'm in all a pile it.

I don't raise my game, and less there somebody way bet and you are thinking man I thought it was good but he is better or she is better.

So I'm what rooms are get in as probably misses say just that clear domes.

🔊 [51:00]



My point is try not to have two learning curves at the same time.

So I'm from software I'm in a software company.

I'm not come in up to speak what's a software business model who are, I understand software.

The learning curve I mop against is the customer segment which small businesses and I come from very very, very large businesses.

So my point is figure out what is a you do know and then move either forward or sideways from that.

Because clearly if you have absolutely no value what her ever and you can even articulate how you remotely could be related I'm trying to think of something that is just so obscure and you can even make up some line about how you think that it's gotta benefit.

People might...

Umm...people then might do that.

So just do one learning a curve of times.

So I know, I know how it be executive and I understand software were not going up those curves are not that I have been ask PB for and I have work in software.

But I through myself until rule his people that had subject matter expertise that I don't, but I'm hoping that they put up with me because I offer them something else that they don't have they all want a move up.

They want to have the amount of experience one day and they don't have much industry knowledge.

So I think pick one is larger one axis of learning curve be really dumb in that.

And so that's what I would say.

Don't be afraid of it.

Yes. I read a book it was called the "Soul of money".

It was awesome and it was all about doing well and how you should view money, and whole premise was....were I wanted to do good in the world and then I realize that I have a gift for making money and that having more I could do more with I thought it was ready to go with 43 but I wasn't.

And after two years, I realize I can make a much bigger difference some people can't attract money but I can.



And I might it was get more of it why still can and then I can give more later.

That was my big epiphany was it was too early for me personally and the impact I wanted to make was limited by how much I had.

I still had Lynne Twist, the author, she comes from San Francisco was a phenomenal book if you're interested in about social good and doing well.

That was my thing.

I still have one more big job in me.

And with that I can do much more than I was able to do.

Umm....without having one more big job so I wouldn't say a financial motivation I also still have the energy enthusiasm the passion I want to learn about SMB in software service.

So I enjoy that I was like that CEO but the hugest just one was it was too early for me to go out I'm predicting to live 78, I was 43 I have one more 5 to 7 year stand and then I go you know down the back forty my life.

So that was my motivation.

It's not crack of in the first year bliss.

Too much leisure and too much decadence.

Believe or not like everything else gets old.

So I deathly recommended but make sure if in case you want to get back in you keep some doors open.

So don't burn anything when you leave.

Just make sure in it.

Because you may want to do it, you might want to do one more.

"Nora, I think we might be in the same early retirement I'm said at HP and I was kind of curious the a cultural innovation at HP versus at a into it can you tell me how you manage innovation for a manage for innovation most your team in your staff and how it's similar and different in HP versus a into it." Yeah, so it seems to me just look at two studies, two companies studying them.

HP is largely hardware-company and largely supply chain.

There is a lot of innovation in how IT services are delivered how you move PCs



around the world and keep you know those are low margin businesses so that degree of difficulty is very high and you have to be very very precise and I've seen a lot of innovation on those lines it's not really known as a software company although I mean it 3 billion software which many people think is big but over hundred billion dollar company still through 3 percent of a company into it is all software and so we don't have many supply chain discussions and it's managed much more the innovation is managed much more as a process.

We're HP out of argue the process more around supply chain and the physical movement of goods this is really around the interactional capital and so we have things like unstructured time.

HP made by now but they didn't when I left and the other thing is we allow innovation to happen a lot of ideas percolate and that's where luck comes in and that's where the artist in you know where artist lives alone.

But once it me reaches a maturation then it is meticulously manage by gates and you want to make sure that luck meets a big business opportunity in converse to money so one of the things we did is at into it realize managers are incapable of making the decisions of what's gonna work or not cause it that world is moving too fast.


And so everytime a leader tries to pick what's an expect thing they're usually wrong.

So we started what's called intuit labs and you can go online and that's what we're that are new products so engineers encourage not to finish a product but to throw it out on the web, and then customers iterate on it and tell us and we design.

Design it with them and we vote on products based on customer hits and customer feedback.

It's not that big engineering process [where-첨삭] requirements get win or down and some big deity comes out and decides we're gonna do this and that this.

The deity now is the thousand deities and they come from their own works of life and they come into a lab which let them in our engineering process and it's been spawning other engineers wanting to add value on top of the recreated so we take their input as well as their requirement.

 **[57:00]**

So it's much different it's kind of bottoms-up engineering rather than tops-down.

I think that's a difference between a software and hardware company.

So Nicole. Thank you.

Thank you so much Nora and all you are glad to I don't have to ask.

This was great.

It's our centennial year at Davis and we have a centennial wine.

We know that wine and we had a bottle of our centennial wine for you.

Thank you.

Just it seems isn't it corker I just wonder.

This one is cork.

OK.

We know that other kinds of closures and we're in innovation are there too.

Good bye.

Thank you.

That was fabulous and I'm so glad we film this because everybody can go on a back in the take notes on it.

Thank you so much all of you for being part of this community and thank you Nora for inspiring us as a great top fair not only the lesson this year but many of us for our careers ahead.

Thank you.
