

Your Rock Star Mindset For Breaking Glass Ceilings

© Paula M. Kramer, 2018 to the present

DISC Behavior Styles & Spranger Guiding Values

William Moulton Marston created the DISC behavior theory in the 1920s. The letters D, I, S, and C each stand for a different behavior styles: Dominance, Inducement, Submission, Compliance. Since Marston did not copyright his theory, other people can continue to research and develop it. Many modern researchers use different words to describe the behavior styles than Marston did. I use Dominance, Influence, Steadiness, and Conscientiousness. We are combinations of all four behavior styles, which can be graphed to show High and Low behavior styles. Most people have a High behavior style modified by a Secondary High behavior style. Read more about DISC behavior styles in 'DISC Behavior Graph' at smilesparksuccess.com.

Marston also created Wonder Woman in the 1940s. Wonder Woman became a glass ceiling breaking rock star by breaking stereotypes about superheroes.

We will also use Spranger guiding values. Eduard Spranger wrote about six basic attitudes in the 1920s: Theoretical, Utilitarian, Aesthetic, Traditional, Social, Individualistic. Spranger wrote that for each of us, two attitudes form a set that guides our decisions, our First and Second values. Many modern researchers use the word value instead of attitude. I call the set Spranger describes our 'guiding values'. The words I use to describe the values are Knowledge, Usefulness, Harmony, Belief, Helping, and Position. Read about Spranger guiding values in 'Spranger Value Ranking' at smilesparksuccess.com.

Stereotypes & Glass Ceilings

Stereotypes build glass ceilings. Stereotypes about men of color and sensitive men build glass ceilings for them. To discover which stereotypes other people use about you, see the Stereotypes Category at blog.speakingfromtriumph.com. You can also read the articles about stereotypes in the references below. You need to chip away at stereotypes about you to break glass ceilings built for you.

Chip away at glass ceilings for yourself by breaking stereotypes about you at every level of your career.

Chip away at glass ceilings for other people to invite loyalty. Stereotyping other people both invites stereotypes about you and backlash to you. When you understand DISC behavior styles, you see people instead of stereotypes. When you relate to people according to their behavior styles, you give them reasons to see you instead of stereotypes.

What is true for DISC behavior styles is true for Spranger guiding values. When you understand Spranger guiding values, you see people instead of stereotypes. When you relate to people according to their guiding values, you give them reasons to see you instead of stereotypes.

Your Rock Star Mindset For Breaking Glass Ceilings

© Paula M. Kramer, 2018 to the present

3 Groups of People

The Hobart Shakespearians is a documentary about 5th grade students in an inner city Los Angeles school who learned Shakespeare. At the end of each year, every student had a part in a Shakespeare play. These children were so good at performing Shakespeare that British actors Ian McKellen and Michael York both traveled to Los Angeles to watch student performances. Hobart students have traveled to the U.S. Supreme Court and the Globe Theater in London to perform the plays.

The remarkable teacher of these students is Rafe Esquith. In the documentary, Esquith talks about the three groups of students in his class every year. One group of students gets it. A second group of students never gets it. The third group could go either way. Every year, Esquith worked to move the in between group to the group that gets it. Esquith treated all of the students the same way. He spoke without yelling. He didn't humiliate them. He was nice to them. His respectful behavior moved the middle group toward the gets it group. The never gets it group was outnumbered and less likely to act up.

I call these three groups:

With you

Against you

Waiting for an invite

With you invites are strategies that invite people to become loyal to you.

The *with you* group includes the people who get what you are doing and why you are doing it. Let them know how much you appreciate their support and loyalty.

The *against you* group will likely never get what you are doing or why you are doing it. Treating them with respect protects you in two ways. First, when you are always respectful both in public and in private, no one can ever claim, "But she did this...." Second, The *waiting for an invite* group will know they can trust you to respect them, too.

The *waiting for an invite* group will respond to *with you invites* that satisfy them.

Rafe Esquith's *With You Invites* Saved His Career

Rafe Esquith was wrongfully accused of inappropriate behavior with students, leading to his school board firing him. Esquith filed three lawsuits. The school board was forced to back down when...

"...the students Esquith was supposed to have harmed and their parents rejected the allegations as idiotic misinterpretations of jokes and literary references."

Your Rock Star Mindset For Breaking Glass Ceilings

© Paula M. Kramer, 2018 to the present

The school board agreed to pay an estimated \$150,000 of Esquith's legal expenses. Esquith and his wife got back the lifetime health benefits he earned working at Hobart Boulevard Elementary School for decades. And Esquith was able to go back to teaching, though not at Hobart. Esquith also won a settlement with the Los Angeles Unified School District that gives all Los Angeles teachers more protection from wrongful firing.

The Costs Of Inviting Backlash

This example comes from the book, *Shedding the Corporate Bitch: Shift Your Bitches to Riches in Life and Business*, by Bernadette Boas. Bernadette was a corporate bitch for 25 years until her corporate career came crashing down. She now helps individuals and businesses shift to riches in careers, business, and life.

Today, large and small businesses engage me to help them find a solution to breaking the glass ceiling for the women in their organization. On one particular call, a man who headed up a large medical practice explained to me how the two women on his Board of Directors, both eligible to replace the CEO, were going to be overlooked, because, he stated, "They're bitches." The women were qualified and deserving of the position, but no one would vote them in because of their attitudes. I knew exactly what he was dealing with."

(Page 216. See below for information about Bernadette's services.)

The two women were "qualified and deserving", but they had continually invited backlash with their bitchiness. Bitch backlash meant lost loyalty.

Deflecting Workplace Violence By Inviting Loyalty

In the year 2000, I had a temporary job with the U.S. Bureau of the Census for the decennial national count of the U.S. population. Everyone who wanted one of the many temporary local jobs took a test. The census bureau then hired the people with the highest scores and the most availability. A high score and able to work 40 hours a week? You're hired! Everyone hired to staff regional offices started as clerks. Management in each office then promoted a few people to various positions. I was promoted to payroll supervisor in the regional office for my area.

After a few weeks, one of my coworkers came to me in private. She warned me to never be alone with Fitzgerald because she was certain he would attack me if given a chance. Fitzgerald was still a clerk. For some reason, Fitzgerald decided that I had purposefully blocked him from being promoted. I have no idea how he came to that conclusion since I had no power to make any decisions about who did what in the office. I went to my boss.

Boss Terry Bauer looked around the office at all the tasks and identified one that no one was doing. The office had forms that needed to be updated and organized. Terry assigned

Your Rock Star Mindset For Breaking Glass Ceilings

© Paula M. Kramer, 2018 to the present

that task to Fitzgerald. Not only did Fitzgerald like the task, he was good at it. All threats against me ended. Terry's decision was a *with you invite* to both Fitzgerald and me.

With one decision, Terry Bauer solved two problems. First, he ended threatening behavior that could have become violent. Second, he turned a neglected task into a productive task. When you know how to make that kind of decision, you prove you are a capable leader.

How can you make decisions that break glass ceilings? You use your rock star strategies.

Rock Star Strategy:

Providing Moments Of Dignity

The incident with Fitzgerald happened in 2000. I first learned about DISC behavior styles in 1998. The resources I had for understanding DISC were limited. A company selling products about DISC behavior styles wrote a reference manual based mostly on selling products and improving work relationships. I also had information sheets compiled by the man who told me about DISC. That information was still sparse, so I read Marston's 1928 book, *Emotions of Normal People*. Over time I adapted what I learned from all three resources as well as my own observations into the information on my website.

Once I understood DISC behavior styles, I was able to recognize that Fitzgerald was High C Conscientiousness. High C's need rules and procedures. Updating and organizing the forms required rules and procedures. Also, High C's need to feel some control over their surroundings. Fitzgerald had his own corner of the office for the forms. He controlled the surroundings in his corner.

Rock Star Strategy:

Providing Moments Of Passion

I learned about Eduard Spranger's research about the same time I learned about William Moulton Marston's research. The information on his work was also limited, so I read Spranger's 1928 book, *Types of Men*. (It was 1928 *and* before Marston's *Wonder Woman*.)

Once I understood Spranger guiding values, I was able to recognize that Fitzgerald's First guiding value was Position. Fitzgerald needed to feel he had a place of his own in a chain of command. As keeper of the forms, Fitzgerald reported only to the boss. Anyone who needed something from the forms had to go to Fitzgerald. Being keeper of the forms gave Fitzgerald a unique position in the office chain of command.

Your Rock Star Mindset For Breaking Glass Ceilings

© Paula M. Kramer, 2018 to the present

Invite Loyalty & Limit Backlash

You can invite loyalty and limit backlash in two ways:

Treat everyone with the same respectful words and behavior.
Satisfy High behavior style needs and First guiding value passions.
(See the free resources at smilesparksuccess.com.)

Use both strategies for the strongest protection from the *against you* group.

Rafe Esquith treated every student the same. Even the students who didn't get Shakespeare gave loyalty to Esquith when he needed loyalty.

The bitches from Bernadette Boas' book treated every coworker the same. Even the people who knew the bitches were qualified and deserving refused to vote for the bitches when the bitches needed loyalty.

Terry Bauer satisfied Fitzgerald's High behavior style needs and First guiding value passions. His strategies also gave me safety. Fitzgerald and I both felt loyalty to Terry.

How will you invite loyalty and limit backlash?

Break Glass Ceilings & Reduce Workplace Violence

Take the workshop that teaches you rock star strategies based on satisfying DISC behavior style needs and Spranger guiding value passions.

<https://www.speakingfromtriumph.com/online-workshops-more/>

Your Rock Star Mindset For Breaking Glass Ceilings

© Paula M. Kramer, 2018 to the present

Bernadette Boas

Shedding the Corporate Bitch: Shift Your Bitches to Riches in Life and Business
balloffireconsulting.com/shedding-the-bitch/

Ball of Fire Consulting
balloffireconsulting.com

Shedding the Bitch Radio
blogtalkradio.com/sheddingthebitchradio

Rafe Esquith

The Hobart Shakespeareans
Documentary

“Fired by L.A. schools, star teacher takes his Shakespeare lessons elsewhere”
Jay Mathews
The Washington Post
July 15, 2016

“Former L.A. Unified teacher Rafe Esquith can continue with his lawsuit, judge rules”
Sonali Kohli
July 13, 2016

“The story of a world-renowned teacher, accusations and a settlement”
Jay Mathews
The Washington Post
September 24, 2017

Books By Rafe Esquith

Teach Like Your Hair's on Fire: The Methods and Madness Inside Room 56

There Are No Shortcuts: How an Inner-City Teacher—Winner of the American Teacher Award—Inspires His Students and Challenges Us to Rethink the Way We Educate Our Children

Lighting Their Fires: Raising Extraordinary Children in a Mixed-Up, Muddled-Up, Shook-Up World

Real Talk for Real Teachers: Advice for Teachers from Rookies to Veterans: “No Retreat, No Surrender!”

Your Rock Star Mindset For Breaking Glass Ceilings

© Paula M. Kramer, 2018 to the present

Stereotypes

“At work, women and people of color still have not broken the glass ceiling”

Tesa Rigel Hines

The Conversation

April 29, 2019

“Confronting Asian-American Stereotypes”

Adeel Hassan

The New York Times

June 23, 2018

“Eleven Stereotypes People Should Stop Believing About The LGBTQA Community”

Eleanor Ketcham

United Way of Alamance County

May 7, 2019

“For Women of Color, the Glass Ceiling is Actually Made of Concrete”

Jasmine Babers

The Aspen Institute

April 19, 2016

“Glass ceilings aren’t created equal: Confronting the barriers black women face in Corporate America”

Minda Harts

LinkedIn

September 13, 2019

“How Organizations Are Failing Black Workers – and How to Do Better”

Adia Harvey Wingfield

Harvard Business Review

January 16, 2019

“Overcoming The Angry Black Woman Stereotype”

Jancie Gassam Asare

Forbes Magazine

May 31, 2019

“Race Trumps Gender in Silicon Valley’s Double-Paned Glass Ceiling”

Ascend Foundation

PR Newswire

October 3, 2017

Your Rock Star Mindset For Breaking Glass Ceilings

© Paula M. Kramer, 2018 to the present

“Seven Misconceptions or Stereotypes of Hispanic People”

Stan C. Kimer

Total Engagement Consulting by Kimer

August 29, 2016

“Why Aren’t Black Employees Getting More White-Collar Jobs”

Michael Gee

Harvard Business Review

February 28, 2018

“Women Can Succeed in Corporate America, as Long as They Don’t Promote Other Women”

Amanda Hess

Slate

July 23, 2014

Type article titles into your web browser to read the articles.