



## THE COMPROMISE TRAP

### More About the Interviews

Many of the principles in [The Compromise Trap](#) are based on a series of interviews with professionals in variety of industries, conducted from 2005 to 2008, using the “narrative inquiry” approach. In this document, author Elizabeth Doty offers some detail on those interviews, including selected additional quotes that were not included in the book itself.

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### The Approach

In her book “Working Identity”, Herminia Ibarra describes how people’s career strategies are strongly influenced by the intersection between what they view as desirable and what they consider practical. But these beliefs are often so deeply embedded that it is almost impossible describe them when asked as a direct question. Similarly, one cannot ask people directly how they learned what personal qualities, principles, standards, and priorities belong at work and which are inappropriate or self-defeating to bring into that arena.

Hence, it makes more sense to start by asking for their story.<sup>i</sup>

I chose to pursue this project by using “narrative inquiry”, a qualitative research method which is ideal for getting the “lay of the land” around a topic, which is often a precursor to designing a more structured research approach. This method seems particularly appropriate to this topic because we don’t really know what we don’t know about unhealthy pressure to compromise at work.

### The Interviews

Narrative inquiry basically involves crafting a core set of questions and inviting participants to share experiences related to them.<sup>ii</sup> In my case, I intentionally conducted each interview as a conversation, inviting participants to question my

questions, add their reflections or challenge my premises. While the results of this method are not statistically significant, it is a particularly useful way to surface people's reasoning and identify themes worth further study. Clearly more research would be worthwhile.

To invite a conversation at the level of deeply-ingrained, long-forgotten "rules about how things work", I framed four main topic areas to explore in each interview. You will notice that these questions focus more on identifying the relationship between a person's "work self" and "personal self" (with all of its attendant values) than on compromise. This is because when I started out, I was not aware that unhealthy pressure to compromise was such a significant issue. (In fact, I fully expected to find that most people kept their work selves and personal selves and values separate out of some sense of professional appropriateness.)

Here is what a typical interview covered.

- *I am curious about how people relate who they are as people to who they are at work, and what they need to do to succeed. I am interested in whether those two are connected, if there is tension, if one calls out the best in the other, etc. This seems important because work is such a large part of life, and because how people act in organizations seems to have such an impact on whether we make progress as a society. Before we begin, do you have any thoughts on this general topic?*
- *Please tell me the story of your work journey and what has guided your most important choices. What were the pivotal moments and turning points? What did you learn from these experiences?*
- *What have you learned about how organizations operate and how to function in them? Where have you adapted... or not? Why or why not? What consequences have come from those choices?*
- *If you step back to the largest possible perspective – as a parent, grandparent, citizen, member of a community, human being, etc. -- what matters to you most? What seems to be calling for more attention these days? How do those affect your civic and community involvements? How do they relate to your choices at work?*

## **The Participants**

I conducted 55 formal recorded interviews with 52 individuals, and made detailed notes on informal conversations with at least 67 additional contacts. Of the formal interviews, roughly 90% covered the four questions above, though a few covered only parts. Each interview required 1.5 – 3 hours, and they were generally conducted away from the workplace, at the participant's home or in a public setting, sometimes with spouses or partners together.

I located participants through my business school alumni program, professional associations, clients, former employers, airport waiting areas, conferences, and family gatherings. Though 7 participants came from a client organization that was highly values-driven and 11 from a sustainability/green-business association, my general practice was to seek out those who viewed themselves as "realists" rather than as "idealists". I also particularly sought out people in mid-level positions,

based on the assumption that this would give a more accurate picture of the tensions more people face. Finally, the bulk of my participants worked or had worked for a significant part of their careers in the corporate world, or for professional organizations that served corporations. Participants worked for over 30 different organizations at the time of their interviews, though 3-4 organizations contributed multiple participants. Interestingly, I had quite a few informal conversations with members of non-profits, NGO's and government agencies who suggested a similar series of interviews in those sectors would be equally as educational about pressure to compromise.

I committed up front to all participants that I would not use any personal or organizational names, and that I would disguise industries which would be to readily identifiable from the context. I also committed to allow participants an opportunity to confirm that the quotes and stories here capture the core qualities of their experiences accurately. With a very few exceptions, mostly that involved my own direct experience, all have been confirmed.

Here is a quick snapshot of the 52 formal participants.

### **Participant Demographics**

<b>Pseudonym</b>	<b>Age</b>	<b>M/F</b>	<b>Ethnicity</b>	<b>Region*</b>	<b>Role At Time of Interview**</b>
Jim	35-45	M	African Am	West	Director at a Fortune 1000 public home décor company
Kristin	45-55	F	Anglo	West	CEO/President at sustainable business media company (Former senior VP at a large private media and publishing company)
Harold	45-55	M	Anglo	MidWest	Director of human resources at a mid-size professional design firm
John	45-55	M	Anglo	MidWest	CEO/President at a mid-size professional design firm
Lisa	35-45	F	African Am	West	Director at a Fortune 50 public high technology company
Oliver	45-55	M	Anglo	East	CEO/President at private consulting firm
Keith	35-45	M	Asian	East	Director at a Fortune 500 public financial services company
Amrita	45-55	F	Indian	East	Co-founder of a private consulting firm (Very recently retired senior VP at a Fortune 50 public petrochemical company)
Barry	45-55	M	Anglo	East	Co-founder of a private consulting firm (Former internal consultant at a Fortune 50 public petrochemical company)
Lisa	35-45	F	Anglo	MidWest	Mother/parent (former HR Manager for a credit union)
Jack	35-45	M	Anglo	MidWest	Associate/project designer at mid-size professional architecture firm
Roberta	45-55	F	Anglo	West	Director at a Fortune 1000 public consumer software company
Beth	35-45	F	Anglo	West	Manager at a Fortune 1000 public consumer software company
Stephanie	35-45	F	Hispanic	West	VP at a Fortune 1000 public consumer software company
Alex	25-35	M	Hispanic	West	Director at a Fortune 1000 public consumer

					software company
Sherry	25-35	F	Hispanic	West	L & D Manager at a Fortune 1000 public consumer software company
James	35-45	M	Anglo	West	Manager at mid-size private art school
Robert	65-75	M	Anglo	West	Retired partner at large corporate legal practice
Deborah	45-55	F	Anglo	West	Private psychotherapist (Former Senior VP at a mid-size regional bank)
Paul	35-45	M	Anglo	East	CEO/President at mid-size public medical devices company
Dave	25-35	M	Anglo	East	CEO/President at mid-size private software development company
Bruce	35-45	M	Anglo	East	Author/parent (Former senior VP at a large publishing company)
Bill	55-65	M	Anglo	East	CEO/President at a mid-size public alternative fuel technologies company
Eric	35-45	M	Anglo	East	Director at a large private software development company
Dale	35-45	M	African Am	East	Director at a Fortune 500 public telecom company
Greg	35-45	M	African Am	East	Associate at a private finance company (Former senior executive at a Fortune 500 public financial services company)
Carmen	35-45	F	African Am	East	Director in a division of a Fortune 500 public publishing company
Walt	45-55	M	Anglo	East	VP at a mid-size division of a public cosmetics company
Bill	35-45	M	Anglo	East	CFO for a global retail bank
Daniel	45-55	M	Anglo	East	Senior internal business consultant for medium sized CAD vendor
Rick	55-65	M	Anglo	West	Retired mid level executive of a Fortune 50 petrochemical company
Marta	35-45	F	Anglo	West	Principal in small private consulting firm (Former manager at private high-tech company)
Tom	45-55	M	Anglo	South	CEO/President at mid-size private food products company
Ken	55-65	M	Anglo	East	VP at a mid-size public alternative fuel technologies company (Former director at a Fortune 100 public document management technology company)
Alicia	25-35	F	Anglo	West	Manager at a private school construction management company
Jose	25-35	M	Anglo	West	Associate at a Big Four public accounting firm
Josh	25-35	M	Anglo	West	Quality engineer at large private medical devices company
Kristi	25-35	F	Anglo	West	Associate at a Fortune 100 public health and personal care products company
Sven	55-65	M	Anglo	West	Faculty member and trustee for a graduate educational institution (Former CEO at a division of a Fortune 500 public consumer products company)
Karen	35-45	F	Anglo	West	Marketing communications consultant /

					business coach (Former director of marketing communications for a high tech start-up)
Julie	45-55	F	Anglo	West	Business consultant (Former senior director at a Fortune 50 public distributor of pharmaceuticals, medical supplies, and over the counter products)
Aaron	45-55	M	Anglo	West	Managing director/President at a venture capital company
Mitch	56-65	M	Anglo	West	Associate at small professional HR consulting company (Former senior VP/Exec Officer/Partner at a Fortune 100 public high technology company)
Gary	55-65	M	Anglo	West	CFO at a Fortune 500 public retail pharmacy
Derek	45-55	M	Anglo	West	Medical services provider
Mark	45-55	M	Anglo	West	IT Manager at small private printing company
Maria	35-45	F	Hispanic	West	Associate at a small private health & fitness company
Anne	45-55	F	Anglo	Midwest	GM of Learning and Development at a Fortune 50 Healthcare Company
Joe	35-45	M	Anglo	Midwest	Human resources vice president at a Fortune 100 public healthcare company
Bernice	35-45	F	Anglo	Midwest	Human resources director at a Fortune 100 public healthcare company
Anne	35-45	F	Anglo	South	Human resources manager for a Fortune 100 healthcare equipment company
Carrie	35-45	F	Anglo	West	VP at a Fortune 1000 public consumer software company

## Analyzing the Interviews

After roughly half the interviews were complete, I began to review the recordings, listening for patterns. It was in listening to the storylines, feelings, and metaphors participants' used to describe their work lives that I began to notice the themes of pressure to conform, unhealthy pressure to compromise, and concerns about a "devil's bargains by degrees". I then attempted to describe how various people responded to this pressure, which led to the concept of the playing a bigger game, in contrast to other strategies which I ultimately combined into the idea of a smaller game.

To give you a feel for the themes in the research, I have included two tables below. The first, on the pressures to compromise, is the source of the graph in Chapter Two, *A Devil's Bargain By Degrees*. The second gives a rough sense of deeper concerns, passions, or missions participants found engaging, whether or not they were actively pursuing them at the time we spoke.

## Where Participants Felt Pressure To Compromise

Here is a brief summary of the areas where participants felt pressure to make unhealthy compromises during at least one period in their careers (sometimes multiple periods).

Pressure On	Number of People Mentioning*	% of Total (52)
<b>Objectivity &amp; Intellectual Honesty</b> (eg, altering professional judgment to suit business interests or office politics)	31	60%
<b>Desire To Do Good Work</b> (eg being pressed to enact ineffective or irrational policies, or strategies that do not create real value)	28	54%
<b>Personal Character</b> (eg, wearing a mask, distorting personality, giving up qualities of being a good person in self-defined terms)	27	52%
<b>Health, Balance and Home Relationships</b> (eg, crowding out family commitments, lacking time to think about decisions, sacrificing health)	20	38%
<b>Professional Standards, Promises and Commitments</b> (eg, betraying trust, compromising professional standards, misrepresentations to customers)	17	33%
<b>Personal Purpose Or Mission</b> (eg, difficulty fulfilling desire to do work that is purposeful, relevant, aligned with values)	17	33%
<b>Being Honest &amp; Following The Law</b> (pressure to lie, cheat or break the law or collude in doing so)	8	15%
<b>Other Personal Values or Principles</b> (eg violating other personal values such as alcohol consumption, etc)	8	15%
* Participants experiencing at least once in career (unsolicited mentions)		

## Areas of Deeper Concern, Interest, Passion

Here is a short list of the areas of deeper concern, interest, or passion mentioned by the participants. This is informative relative to Ibarra's idea of what participants considered desirable, whether or not it was practical. I identified these deeper concerns through direct questions and also paying attention to the topics that led participants to express greater excitement and emotional energy during our conversations.

Category	Deeper Concern	Number of People Mentioning	% of Total (52)	Excluding Sustainability Participants*	% of Total (43)*
Personal qualities	Interpersonal respect & caring	19	37%	15	35%
Society	Sustainability/environment	17	33%	9	21%
Community	Family	15	29%	14	33%

Community	Health and personal balance	13	25%	13	30%
Personal qualities	Spiritual discipline & awareness	12	23%	10	23%
Responsible business	Humane workplaces	12	23%	10	23%
Society	Poverty -- women/children around world	9	17%	6	14%
Society	Democratic practices/citizen empowerment	9	17%	9	21%
Responsible business	Socially responsible business	9	17%	7	16%
Community	Community & place	9	17%	7	16%
Society	Social & economic justice/fairness	8	15%	6	14%
Society	Diversity	8	15%	6	14%
Responsible business	Business effectiveness & execution of purpose	7	13%	6	14%
Responsible business	Serving customers	7	13%	7	16%
Personal qualities	Self-actualization/personal growth	6	12%	5	12%
Society	Systems thinking & collective intelligence	6	12%	5	12%
Personal qualities	Living without fear	5	10%	5	12%
Personal qualities	Materialism	4	8%	3	7%
Personal qualities	Creativity and art	4	8%	4	9%
Society	Bridging faiths/cultures	4	8%	4	9%
Society	Public health/epidemics (AIDs, etc)	3	6%	2	5%
Society	Terrorism/security	2	4%	2	5%
Personal qualities	Transparency, self-expression	2	4%	2	5%
Society	Youth	1	2%	1	2%
Personal qualities	Ethics & integrity per se	1	2%	1	2%
Society	Economic growth	1	2%	1	2%
Society	Freedom of information/"fair & balanced"	1	2%	1	2%
<p><i>Based on responses to questions #4 about larger concerns as a citizen, parent, etc, what matters, what needs attention, .</i></p> <p><i>*NOTE: Because a disproportionate number of participants were involved in a sustainability/green business association, I have included a tabulation that excludes that subset.</i></p>					

## Selected Additional Quotes

I have prepared a list of selected additional quotes that do not appear in the body of the book. They are from both the formal interviews and other informal conversations on the subject, which should give you a richer sense of people's feelings once we got down to the core issues.

### On Pressure to Compromise

- *I'm not selling my soul, but I'm definitely selling parts of my soul. – Marcia, organizational effectiveness consultant*
- *You do have to sell your soul. You have to find out the social needs of the person above you and meet them -- whether it's wine, golf, etc. Then you'll get promoted whether you know anything or not. –unknown mid-level executive at a cocktail party*
- *I remember telling my Dad I wanted to go into corporate America so I can fire all the a@!holes. Now I see, there are too many a@!holes. who have perfected driving personal agendas . – Joe, human resources vice president at a Fortune 100 public healthcare company*
- *So many people play politics, thinking their power supercedes the good of the business. They tell you, 'I'm keeping YOUR scorecard'. – Joe, human resources vice president at a Fortune 100 public healthcare company*
- *People here are very afraid to say what they really think – Anne, human resources director at a Fortune 100 public healthcare company*
- *One can feel as if the company owns your ass, from Monday through Sunday. – Joe, human resources vice president at a Fortune 100 public healthcare company*
- *It's a great company, but the day-to-day makes you ill. – Kristi, associate at a Fortune 100 public health and personal care products company*
- *It is a kind of indenture. You think you are going to earn your freedom through hard work. – Julie, former high tech engineer*
- *In my family, there was always this hint that I was the son that would be a loser. I needed to prove to them that I had what it takes. –Dave, CEO/President at mid-size private software development company*
- *Now that I've left the racy job, I see now how I distorted my thinking, the things I convinced myself of in order to survive.—Mitch, Senior VP at a Fortune 100 public high technology company*
- *My little ego said I could make things happen. I accepted the temptation to try to be superman rather than confronting hard truths. – Karen, marketing communications professional*

- *For a long time, I believed this was all really really important. I got arrogant, I lost my compassion. I had no respect for those who didn't move as fast as we did. I stopped my creative work. I lost track of my values, who I was. – Karen, marketing communications professional*
- *I was a terrible employee. I just couldn't do the psychological contortionism it took to be a manager--or engage in the company-speak that undermines your sense of reality. – Marta, principal in small private consulting firm*
- *It's like an undertow. When you're on top, you feel like you're riding the wave and you can't lose. But then you get pulled under, dragged along, beat up. By the end, I wasn't out of work, but I was out of enthusiasm – Karen, marketing communications professional*
- *I know now why I worked so hard, and wanted to retire early. I wanted OUT. – Greg, Senior Finance Executive, talking about his days in investment banking*
- *Sometimes, you have to pretend to be a shark, so they don't turn on you. – Dale, Director at a Fortune 500 public telecom company*
- *Once you have been labeled, the only way to prove you aren't a tree-hugger is to bring a darn spotted owl into a meeting and shoot it!" – Tina, medical service provider*
- *Now I'm ostracized, and they say I don't have a strategic view of things. Give me a break. -- Roberta, Human Resources Business Partner at a Fortune 1000 public consumer software company*
- *I feel good that I have managed to swim in the 'shark tank' and survive. You know what I mean? Everyone is polite enough, until they smell blood. – Bill, CFO for a global retail bank*
- *I feel like I am wearing a mask at work all the time. It just causes STRESS. -- Carmen, Manager at a Fortune 100 public financial services company*
- *As you get more senior, you're put on the spot to talk the game, to say whatever the message is that you're supposed to be saying. I was asked to sit on a panel to talk about all this great customer stuff we're doing. This is another one of those cases where I'm thinking, "Do I think this is working particularly well? No. Could I talk about what's not working well? Sure. Is this just an exercise to get me to talk the way we think is the best way to talk? Probably. Which was all the tension in my head, What can I say? Because I don't see this the way everybody wants to think it is happening. So how do I position this? – Sherry, Manager at a Fortune 1000 public consumer software company*
- *Can I find a place where I can work and not 'dance the jig'? —Mitch, Senior VP at a Fortune 100 public high technology company*
- *If the work mindset and core self are too separate, that is a problem. But what if you integrate them – will one 'colonize' the other? People can become completely inhabited by the company. – Sven, former CEO at a division of a Fortune 500 public consumer products company*

- *You must be careful to analyze your emotional capital. If you are unaware, you may sacrifice your health, your marriage, your kids. And the company doesn't care if they 'kill the camel'. They'll just go out and find another camel. Manage the journey and put less focus on the destination. – Joe, human resources vice president at a Fortune 100 public healthcare company*
- *I hate to say but there are times when it is hard to get motivated. I guess that happens when I have trouble convincing myself things are really going to change. – Cheryl, human resources vice president at a Fortune 1000 public consumer software company*
- *You get into this dependent cycle that says: I've got this job, if I can just do better or be smarter or this or that, then I'll be successful; and then things will get better. But the system will find another reason to defeat you. – Daniel, senior internal business consultant for medium sized CAD vendor*
- *I have always been afraid I would end up as an old man rattling along the street with a cart full of empty bottles. – Mitch, Senior VP at a Fortune 100 public high technology company*
- *If you stay in, you will start to screw people over. You have to figure out how to save your soul. – Daniel, senior internal business consultant for medium sized CAD vendor*
- *I keep telling myself that I am about to get out, but you know, once you sell your soul to the devil, it's difficult to get it back – Rena, editor for an ad agency that specializes in medical matters.*
- *In my opinion [the leader] had sold her soul to the company. But in the end she could not keep it up. She developed a drinking problem, eventually hit someone while drunk driving, lost her job, her kids, her husband. It is a tragic story. – Anne, GM of Learning and Development at a Fortune 50 Healthcare Company*
- *The executive who 'made me a liar' perceived himself to be a deeply spiritual person outside of work. Yet he had convinced himself that business is amoral. – Karen, marketing communications professional*
- *Our leader is amazing in so many ways. But if I ever got him alone, I'd let him have it. There he is standing in front of the company, talking about how important it is to do goals for your people, and he can't take the time to do it for his own staff! – Sherry, Manager at a Fortune 1000 public consumer software company*
- *There's a way people try to tune things out – you know, trying to be as innocent as an ostrich. – Josh, quality engineer at a large private medical devices company*
- *I think I became deaf to hearing my heart. It might be singing, I just don't know, I'm not hearing it. -- Barry, former internal consultant at a Fortune 100 public petrochemical company*

- *The world really needs empathy, for us to ask people what they are feeling, How's your life? We move faster and we don't listen or develop meaningful relationships. We need people to come together, to see we are in a crisis -- that the violence and economic concerns are a crisis. – Anne, GM of Learning and Development at a Fortune 50 Healthcare Company*
- *We have lost the focus on community, and tried to plug work in there, to give us the nourishment we are starving for. But it shouldn't be coming from work. We tend to over-invest at work because it is tangible; but it's not satisfying as the actual relationships in our community – Carrie, vice president at a Fortune 1000 public consumer software company*
- *How do we fit in the larger world, not just the Wall Street world? —Mitch, Senior VP at a Fortune 100 public high technology company*

### **On Redefining the Game and Being a Positive Force**

- *We need to stop being afraid of our bosses. When I got fired, it changed how I relate to authority, and strengthened my inner resources so I feel less subject to them. Funny enough, now my bosses listen to me more – Maria, Executive Assistant at Mid-size private company*
- *I took some harsh feedback from my boss. My colleagues didn't understand why I accepted it, but I used it to learn. I even thanked him. It didn't cost me anything, because I'm serving something higher, not him. I'm not giving in to him. -- – Maria, Executive Assistant at Mid-size private company*
- *I spoke up in a meeting with the CEO of our conglomerate, not knowing that that was taboo. But I really thought there was more to the decision. After the meeting, the CEO came to my office. 'You are the first person who has pushed back on me and I really appreciate it. I have been trying to tell the others this is the sort of conversation I want, but I can't seem to convince them. – Sven, former CEO at a division of a Fortune 500 public consumer products company*
- *We had a plant in Mexico and they were worried about turnover. Nobody likes turnover, but they were taking a very narrow view. So I said, 'There's a million people in Chihuahua. How long will it be before we've educated everyone in Chihuahua?' -- Bill, former auto-industry executive*
- *I always ask myself, what am I missing? What was over there, what did I not turn my head enough to see? I've been successful at learning by taking that perspective. For example, I started out in love with the technology, then I learned about business and marketing, and then one day I asked, what am I missing? And I realized I wasn't focusing enough on solving real customers problems. So zoom.... My career took off in a different direction. Now I am passionate about making life easier for customers."*
- *It is rewarding to me personally and to the client, to be able to better other people's lives, especially in healthcare. – Jack, Associate and project designer at mid-size professional architecture firm*

- *The world we live in every day is fear-based. By contrast, my faith teaches me to get over being afraid, to rely on larger forces, to stop being afraid of life. Things always come out worse when I am afraid. – Mark, IT Manager at small private printing company*
- *It is a daily waging of the will, to stay true – Anne, former military officer*
- *They wanted a low forecast so they could pull a rabbit out of the hat the following quarter. But then when they asked me to sign the paper, I realized what was happening and I refused. 'I'm not going to jail for you guys' I told them. – Sarah, controller at a Fortune 500 public high technology company*
- *In that difficult situation at the bank, I had to face that I'm not impervious to failure. I can't make every situation work. That was very very painful for me, because I believed I should be able to do anything with sheer hard work. But facing that let me make a different choice, to get out of the industry into something that fits my values much better. – Deborah, VP at small private bank*
- *They will dangle a carrot in front of you and get you to think your whole self worth is tied up in whether you can jump high enough. Don't believe it. –Matt, consultant with mid-size private consulting firm*
- *Once I made the decision to leave, I never regretted it. Only after leaving was it absolutely clear how the scales were out of balance. What I was missing at home. Now my legacy is looming. Due to some other personal crises and illness, I've had to really think about what is important. – Gary, CFO at a Fortune 500 public retailing company*
- *I have no need to make another hundred thousand a year. I have more than enough money. And there's so much more to enjoy in life. – David, VP at a Fortune 500 public publicly held real estate investment trust*
- *Every seven years I try to reflect on what path my life is going to take now, what my purpose is going to be. And each time, I've found something that became a passion. -- Harold Director of human resources at a mid-size professional design firm*
- *There's a huge trend in our generation -- a lot of people want to do something to help, make a difference, but there's no path, so they feel stuck. ... A lot of people we know are in this boat. We have the same mentality, but don't know how to harness it. It's not a matter of money, we're fine just getting by, but there's no clear direction. – Josh, quality engineer at a large private medical devices company*
- *I can't leave; I've tried leaving in various ways, but then that's moving away from my path to do that. So it is very much about how do I stay here and use this as my vehicle for creating myself and the changes I want to see – Beth, Manager at a Fortune 1000 public consumer software company*
- *I can't expect everyone to "get" and approve of what I'm doing. It's as though I am navigating by a different compass – I still pay attention to what the*

*organization measures, but my primary focus is on what I know enables me to add the most value. Paradoxically enough this has led to several promotions. But I would keep doing it anyway. – Carol, vice president at a Fortune 1000 public consumer software company*

- *I guess, if I have a methodology, it's less about trying to change people's minds and more about amplifying people. And so, for me, it's about finding the voices that can be heard. And it's about putting a few different voices together -- Kristin, CEO/President at a sustainable business media company*
- *I was one of the first 10-15 women officers posted to combatant ships in my country's Navy. At first, sailors and senior officers alike told me 'females have no place here'. I was often lonely and would occasionally feel upset. But I tried to do my job and show the sailors they could trust me. Just not giving in was a victory. And eventually, they did trust me. At the end of my tour, as I was leaving the ship, the crustiest sailor came up to me and gave me a hug. 'You changed this ship' he told me. 'Thank you.' – Anne, former military officer*
- *We need to learn to act with integrity even when we don't control the results of our actions – Nancy, director at a Fortune 1000 public consumer software company*

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<sup>i</sup> Herminia Ibarra, *Working Identity: Unconventional Strategies for Reinventing Your Career* (Boston: Harvard Business School Press, 2004).

<sup>ii</sup> D. Jean Clandinin and F. Michael Connelly, *Narrative Inquiry: Experience and Story in Qualitative Research* (San Francisco: Jossey-Bass, 2000).