



Action Guide

Build a powerful network of strategic allies

A companion to Joy Chen's presentation at the 2023 Asia Society Global Talent & Diversity Symposium



Introduction

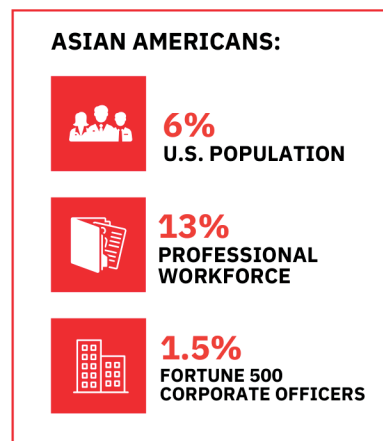
The Asian American glass ceiling impacts you despite gender, age, or class.

Asian Americans:

- Are America's best-educated racial group
- Are heavily promoted into entry-level roles
- Are the least likely of American racial groups to be promoted

In fact, Asian Americans now are 6% of the U.S. population, 13% of the professional workforce, but only 1.5% of Fortune 500 corporate officers.

Stay tuned. In our upcoming session, you'll receive a roadmap to enable you to start breaking through more quickly and easily.



ABOUT

Joy Chen (陈愉) is CEO of the Multicultural Leadership Institute and former Deputy Mayor of Los Angeles.

As Deputy Mayor of America's 2nd largest city, Joy led cutting-edge economic and workforce development programs to integrate and upskill people from diverse backgrounds, and which today remain as models on how to better enable all to prosper.

As an executive search consultant to Fortune 500 companies, Joy found CEOs and Board members to take the world's leading companies into the future.

As a global leader in unleashing human potential, Joy has been profiled by media including the Wall Street Journal, The Financial Times, The Economist, CNN, CBS News, ABC News, the Los Angeles Times and Vogue China.

Joy holds a Diversity & Inclusion certificate from Cornell University, MBA and M.A. in Urban Planning degrees from UCLA, and a BA from Duke University. She is a 2004 American Marshall Memorial Fellow.



How to use this action guide

Use this as a supplement with the presentation to help you take notes and follow along. You may print or type directly into the document and save it for reference.

Please follow along the presentation and fill in the blanks for Sections 1 and 2. The rest of the action guide will help you maximize your learnings after the session. We highly recommend you set aside time after the session to reflect and to use what you learned to create a strategy that works for you.



Section 1

Why the Asian American glass ceiling exists

1. For a typical Asian American, the glass ceiling could result in lost earnings amounting to millions over a career. Since in the U.S., _____ is built generationally, the lost opportunities for you and your family are huge.
2. DO Asian Americans make good CEOs? In a study of 5,000 CEOs, Goldman Sachs found that the median Asian American CEO led their company from underperforming to _____ their sector average by 50%. Goldman concludes: “Asian Americans may bring unique abilities and perspectives to leadership roles that enable them to succeed.”

3. Large global companies are disproportionately run by people who are WEIRD. This is an acronym by Harvard anthropologist Joe Henrich to describe people who are from:

Western
E _____
Industrialized
Rich
Democracies

5. Most WEIRD cultures have a social style that's **individualistic**, and a thinking style that's _____.

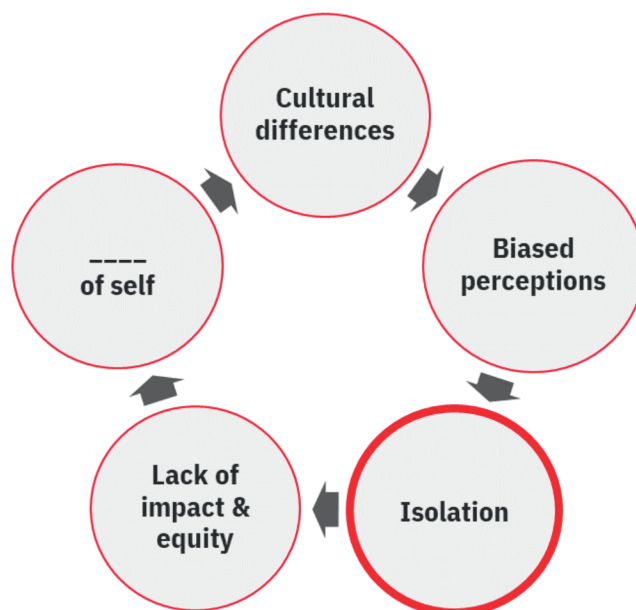
6. Most Asian cultures have a social style that's **collectivist**, and a thinking style that's _____.

7. For many Westerners, _____ and thinking are so intertwined that if you don't speak, they assume you're not thinking. In Asian traditions, to think deeply, you need silence.

8. Human group formation tends to be dominated by **homophily**, which means that we tend to connect more with people who are _____ us.

9. In corporate networks, Asian Americans tend to become isolated on the fringes of corporate networks as what researchers call network _____.

10. The Asian American glass ceiling results from a vicious cycle of several natural human factors which spins around to keep us stuck. Please fill in the blank in this image.



11. Just because the vicious cycle of the glass ceiling is natural does not make it inevitable. The good news is that once we understand the problem, we can start to _____ it.

12. And the VERY good news is that we have allies. _____% of Americans believe that anti-Asian American racism should be addressed by Americans.

Now, let's recruit more allies into YOUR network!



Section 2

How to build a powerful network of strategic allies

1. People often assume the bigger your network the better. Organizational research shows that often, the bigger your network the _____.
2. Beware of the natural human tendency to become a Central Connector. Instead, the most strategic role you can play is a _____ Spanner.
3. Experience and decades of organizational network research into Boundary Spanners underlie the following 5 steps to help you build a powerful network of strategic allies:
 - **Step 1:** Leverage work to authentically build a broad network. Think of all the skills and knowledge you need to make a bigger impact, and identify the _____ between those and your strengths.

- **Step 2:** _____! The best way to toot your horn is not to TELL people how capable you are, but instead to SHOW them. Let them think "I need this person on my team!"
- **Step 3:** Tap your network for ideation *and* _____. This will let you develop more creative and comprehensive products which are more closely tied to your market. And this gives everyone a stake in the outcome of your project, so that everyone is ready to help you execute and sell.
- **Step 4:** Continuously _____ network and nurture relationships. Deeply understand everyone's needs, strengths and weaknesses.
- **Step 5:** Pursue _____ wins to co-create successes. After all, you're not here just to create your story, you're here to co-create everyone's.

4. Using strategies such as these 5 steps, many of the world's most successful people continuously reinvent themselves by generating "_____" to shape serendipity for themselves and for all those they touch.

This ends the section for Joy's live presentation.

**To maximize your learning and growth,
please complete the rest of this action guide after our session.**



A free bonus for you from Joy:

Learn the other 7 unwritten rules inside "The Unwritten Rules of the Game," a free guide to help all Asian Americans break through and scale up your impact.

Get your free guide: themli.net/rules



Section 3

Make your action plan

You've learned 5 key steps to enable you to build the strategic network you need to continuously pull in new people and opportunities.

Now, it's time to take action!

Use the space below to reflect, and to create an action plan you can use right away to achieve quick and sustainable wins.

Who would you like to pull into your strategic network?

1. What are the top 3 gaps between the skills and knowledge you need to get promoted, and the ones you now have?

For example, perhaps you have all the technical skills you need, but you lack political savvy. Or perhaps, in order to develop a more strategic view of your work, you could benefit from better understanding your customers' pain points.

2. Who in your professional universe is perhaps just >10% better than you in each of those skills and knowledge, whom you could invite to an online coffee?

3. Who else in your professional universe could you potentially meet who has experience or connections that could benefit you, and whom you could potentially benefit? You can ask your boss whom you should know in order to expand your impact.

As you make this list, be sure it's diverse, including race, gender, age, and personal and professional experiences.

Tip: Remember to be a Boundary Spanner.

Creating habits for success

4. Brainstorm 2-3 strategies for each step of the framework, so that you may revisit and choose which ones to implement and experiment with. Keep iterating. Over time, discover what works best for you, focusing on your strengths and resources.

Step 1: Leverage work to authentically build a broad and diverse network

Step 2: Energize!

Step 3: Tap your network for ideation and implementation

Step 4: Continuously churn network and nurture relationships

Step 5: Pursue mutual wins to co-create successes

Reflections

Sometimes the right question can spur the best subconscious ideas to enable you.

Take a moment to reflect on these questions.

1. Have you experienced biases in the workplace or in life? If yes, how has this shaped your behavior and thinking?

2. Is your upward mobility being impacted by the Asian American glass ceiling? What are the costs to you, financially, emotionally, spiritually?

3. What type of networker are you? If you don't see yourself as one, then why might that be and what is holding you back?

4. When you take action to break through the glass ceiling, start getting small wins, and then start making more impact and accessing more opportunities and wealth, how will that feel?

5. What other steps can you take right now to better succeed in career and life?

Additional resources



Learn the other 7 unwritten rules inside your free guide "The Unwritten Rules of the Game" by Joy Chen. **Get your free guide:** themli.net/rules



Break through more quickly and easily by joining the Asian American Leadership Accelerator, a 6-week online course and networking program taught by Joy. **Sign up for the waitlist:** themli.net/asian



Get our latest research and insider tips & tools from the Multicultural Leadership Institute. **Join our private members list:** themli.net/tips

