



**MY PERSPECTIVE & PROMISE**



**DANA HUETTENHAIN**  
 Sr. Director, Business Operations and Strategy

**I Know Your World**  
 I've sat in your seat. My career spans **Distribution, Manufacturing,** and serving as Procurement Director for a **National Electrical Contractor.**

**I Value Measurable Impact**  
 I don't just talk strategy; I execute it. By unifying teams, I helped **drive 50% revenue growth** in the high-stakes Data Center market.

**I Champion Your Voice**  
 My mission is simple: to help you create environments where you don't just attend meetings—you **drive the outcome.**

*"I learned the hard way that confident, intentional communication is the difference between being present and being heard."*

**PILLAR 1: BE HEARD**

Master the "When" & "How": It's not just about speaking up; it's about the audience's readiness. If they aren't listening, your voice has no power.  
 Dana's Insight: Early in my career, I struggled with timing. The critical lesson was learning that timing creates assurance.

**The Silent Participant**  
 Elena sits at the conference table with her notepad full of ideas to improve the team's workflow. She waits for a natural lull in the conversation, but the senior leaders continue to speak over one another without pause. Every time she opens her mouth to contribute, the topic shifts before she can find a point of entry. She finishes the meeting in silence, feeling invisible and unsure of how to command the room's attention.

**IMPACT OVER INTERRUPTION**

<p><b>DEFINE YOUR ROLE</b></p> <ul style="list-style-type: none"> <li>• <b>As an expert:</b> Speak with confidence and stay on point. Use <b>W.A.I.T. (Why Am I Talking)</b> to emphasize your most important messages.</li> <li>• <b>As a learner:</b> Keep your questions relevant to the current topic. Save detailed learning questions for a follow-up conversation after the meeting.</li> </ul>	<p><b>INTERACTION &amp; DELIVERY</b></p> <ul style="list-style-type: none"> <li>• <b>Be Present:</b> Stay attentive and speak with clarity.</li> <li>• <b>Respect the Floor:</b> Do not interrupt or talk over others. If you speak at the same time as someone else, yield the floor: "I will comment after you."</li> <li>• <b>Wait for Breaks:</b> Wait for natural pauses in the conversation so you can share your thoughts without feeling rushed.</li> </ul>	<p><b>VIRTUAL AND HYBRID INCLUSION</b></p> <ul style="list-style-type: none"> <li>• <b>Use Tools:</b> Utilize the "Raise Hand" feature in virtual settings to signal your intent to speak.</li> <li>• <b>Promote Inclusion:</b> Suggest the "Raise Hand" tool for all participants in hybrid meetings. This prevents crosstalk and ensures remote attendees are heard equally.</li> </ul>
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## PILLAR 2: BE SEEN

**Leverage Your Unique Value:** Leverage your unique background as your competitive advantage.  
**Dana's Insight:** You work in an industry where women are often underrepresented. Your career path gives you a full-spectrum perspective that others often lack.

**The Unseen Contributor**  
 Maya produces the most accurate project plans in her department. She stays at her desk while her colleagues socialize with the executive team in the breakroom. During quarterly reviews, leadership praises the team's general output without identifying Maya as the lead. She wants decision-makers to recognize her impact, but she doesn't know how to step out from behind her computer screen.

### VISIBILITY WITH VALUE

**THE VISION: HOW TO BE SEEN**

- **Relatable Leader:** Build trust through authentic connection.
- **Collaborative Partner:** Drive results through shared goals and teamwork.

**THE PLAN: STRATEGIC INTEGRATION**

- **Joint Customer Visits:** Meet customers alongside the team to observe performance in real-time while learning market needs.
- **The NSCAR Method:** Use 1:1 meetings to understand staff professionally and personally (Now, Successes, Challenges, Aspirations, Relationships).
- **Peer Leverage:** Engage with other market leaders and peers to align strategies and share best practices.

**THE GAPS: IDENTIFYING GROWTH AREAS**

- **Market Fluency:** Bridge the gap in customer base and industry dynamics.
- **Team Insight:** Move beyond surface-level knowledge to understand individual strengths and weaknesses.
- **Value Proposition:** Clearly define where your specific leadership adds the most weight.

## PILLAR 3: MAKE AN IMPACT

**Shift from Activity to Outcome:** Voice translates to impact when your words are tied directly to results. Impact is not how hard you work; it's the value you deliver.  
**Dana's Insight:** Be driven by learning and apply that knowledge to achieve agility in a changing environment.

**The Strategic Catalyst**  
 Jordan delivers high-quality reports that meet every standard requirement of her role. She recognizes gaps in the current strategy that could improve long-term results if addressed. She wants to lead initiatives that drive meaningful change rather than just maintain the status quo. However, she isn't sure how to pitch these bigger ideas to her leadership to gain their support.

### AUTHENTICITY IN ACTION

**ESTABLISHING THE FOUNDATION**

- **Lead with Authenticity:** Maintain your personal brand and identity, regardless of the room's existing culture or predecessors.
- **Audit and Innovate:** Set meetings to learn current processes, then suggest new, more effective ways of working without hesitation.
- **Own Your Value:** Identify exactly how your unique expertise moves the project forward and adds measurable value.

**DRIVING COLLECTIVE SUCCESS**

- **Inclusive Collaboration:** Ensure all voices are heard so that no single person can derail the team's direction.
- **Active Feedback Loops:** Establish regular systems for feedback to ensure the team remains aligned and improving.
- **The "One-Team" Result:** Use these steps to transition from individual leadership to high-impact, award-winning group success.

## PILLAR 4: NETWORKING & GROWTH

**Build Psychological Safety:** Powerful influence is built on trust. Create a trusting environment by listening and offering support  
**Dana's Insight:** Ask one open-ended question in your next meeting and listen without interjecting. Create a safe environment for others to speak.

**The Growth-Minded Professional**  
 The Growth-Minded Professional Sasha understands that her technical skills alone won't secure her next promotion. She wants to build a broad network of mentors and peers across the organization to gain fresh perspectives. She feels uncomfortable asking leaders for their time and worries about being a burden. Consequently, she remains isolated in her current department and misses opportunities to expand her influence.

### BUILD PSYCHOLOGICAL SAFETY

**SHIFT THE FOCUS**  
 Move from "Who do I know?" to "Who feels safe contributing around me?"

**TRUST IS CURRENCY**  
 Influence isn't forced; it is granted by those who trust your intent.

**THE TOOL: ACTIVE SILENCE**  
 Listening without interjecting builds trust faster than speaking ever will.