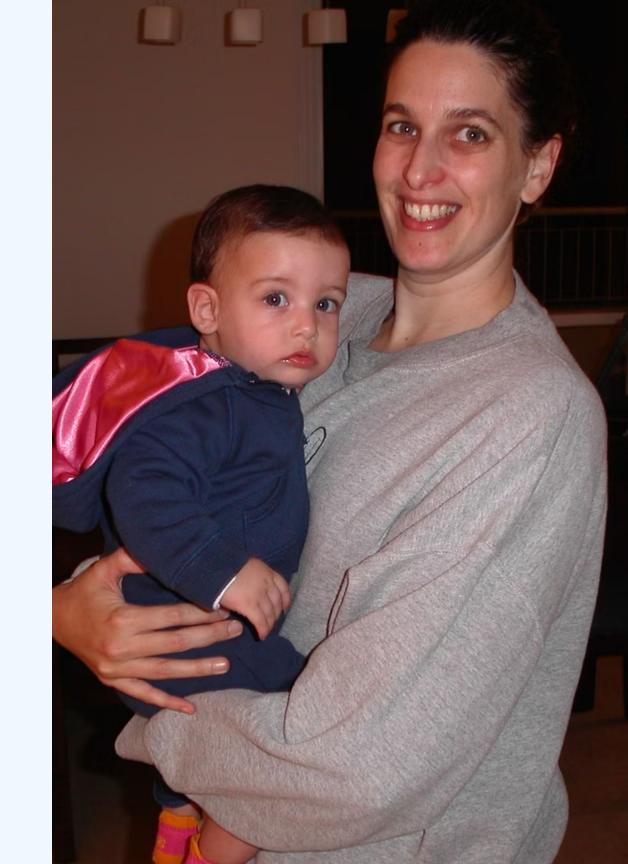


# Your Career Isn't Stuck, You're Playing by the Wrong Rules

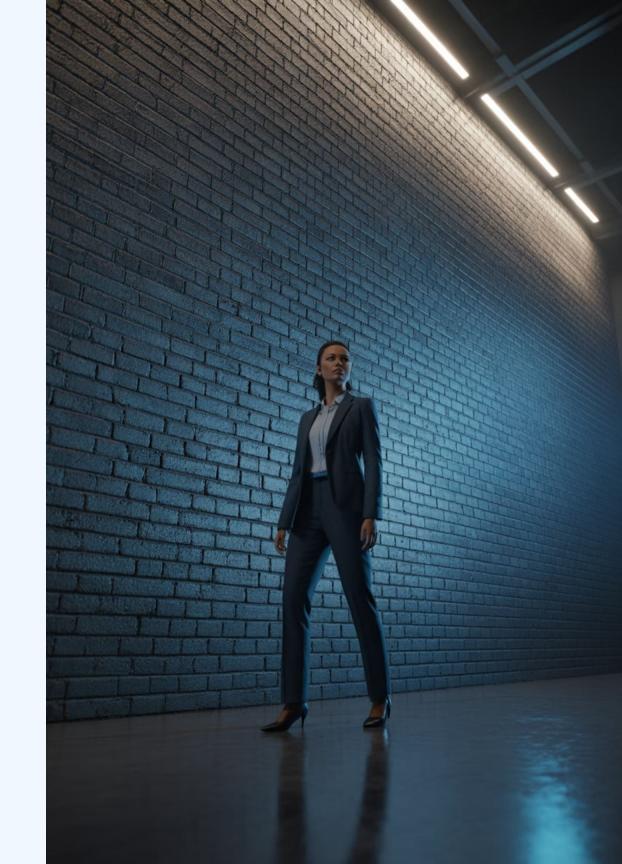
**Limor Bergman Gross** | Executive Coach for Women in Tech | Former Director of Engineering, DigitalOcean

**LeadDev Berlin | November 2025** 

Have you ever felt like you're doing everything right & and still not moving forward?



I hit a brick wall.



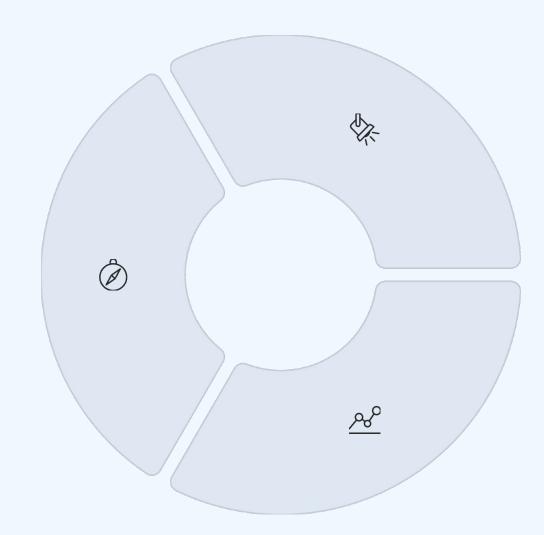
You are not the problem. The rules are.



### The Framework: The Influence Model

### Clarity

Know your value and articulate your vision. Understand what you bring to the table and where you're heading.



### Visibility

Get noticed for impact, not just effort.

Make your contributions land in the right conversations at the right time.

### Relationships

Build influence through trust and strategic connection. Your network determines your reach.

# Can you explain your value in one sentence?

### Your Leadership Value =

What You Do × Who You Impact × Why It Matters

### Your Value Statement Formula:

I help [WHO] achieve [WHAT] by [HOW] which drives [BUSINESS IMPACT].

### Example:

I help our engineering teams ship reliable features faster by improving our CI/CD pipeline - which enables product to hit launch deadlines.

# Before & After: Articulating Your Value

**Before**: Activity-Focused

"I maintain the data pipeline."

"I manage a backend team."

### After: Impact-Oriented

"I help our analysts make faster decisions by maintaining a reliable data pipeline which reduces business risk."

"I lead the backend team that builds scalable APIs, enabling our platform to handle 10× more users."

## Clarity



**Know Your Value** 

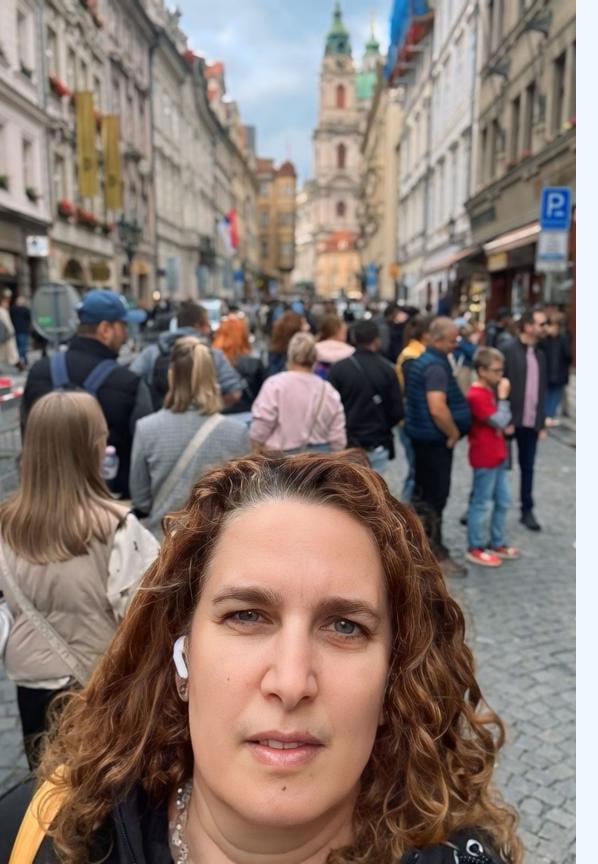


Align with Business Goals



Articulate Impact in Their Language





# "If they don't see it, it didn't happen."

### 3 Tangible Actions to Boost Your Visibility

1

### Implement the "Monday Morning Update"

Regularly share a concise, 3-line update: what you achieved, why it matters, and what's next. This creates a consistent rhythm of impact communication.

**Example:** "Last week we stabilized the API, reducing customer errors by 40%. Next, we'll optimize the caching layer."

#### Shift to Impact-Focused Language

Replace effort-based descriptions with outcome-driven statements. Always highlight the business value of your work.

**Don't say:** "We worked hard on this." **Say:** "This change reduces deployment time by 25%."

3

#### Cultivate a 'Visibility Habit'

Dedicate 10 minutes each week to document a key impact or lesson learned. Share this strategically in retrospectives, 1:1s, or your manager updates.

# Relationships: You Can't Influence Decisions If You're Not in the Room

- 1 Map Your Influence
- 2 Build Allies Before You Need Them
- 3 Support Others Visibly



# The Influence Framework: 3 Weekly Habits That Change Everything

1

Clarity

Revisit your 1-sentence value statement.

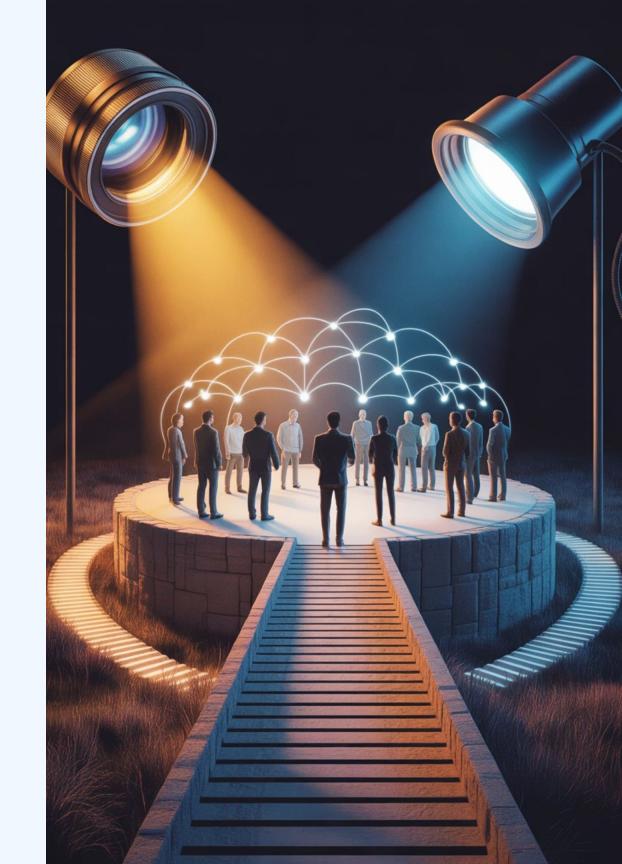
Visibility

Share one visible impact per week.

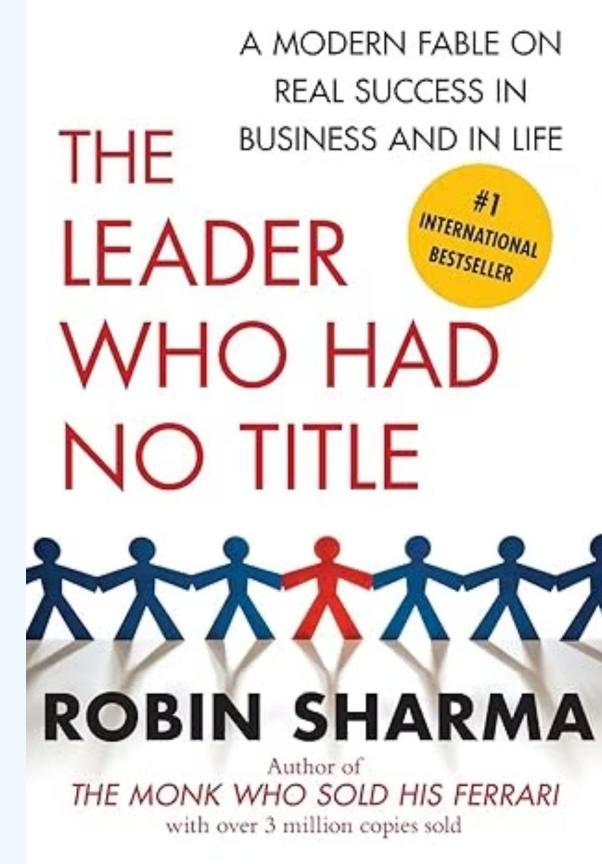
Relationships

Have one intentional alignment chat.

Do these three things weekly - and your next promotion starts writing itself.



How to Influence Without a Title?



# Owning the Room: Presence & Impact



### Intentional Language

Use concise, confident words that convey clarity and purpose.



### Confident Body Language

Maintain open posture, direct eye contact, and purposeful gestures in physical settings.



### **Engaging Virtual Presence**

Ensure camera is on, show active listening, and minimize distractions.



### Micro-Shifts That Sound Like Leadership

Instead of saying	Say this instead:
"I just think"	"What I recommend is"
"Does this make sense?"	"What questions do you have?"
"I'm not sure, but"	"Based on what I'm seeing"
"Sorry to bother you"	"I wanted to connect about"
"Do you agree?"	"What would need to be true for this to work?"

Notice what changes: you're not being arrogant. You're removing unnecessary hedging and communicating with directness. That's what confidence sounds like.

# Real-World Impact: What Happens When You Change the Rules

This isn't theory. When you start playing by new rules—rules that prioritize clarity, visibility, and relationships—the tangible results show up fast. Here's what my clients and I have experienced:



#### **Earlier Invitations**

You stop hearing about decisions after they've been made. Instead, you're invited to shape them from the beginning. Stakeholders seek your input before launching initiatives.



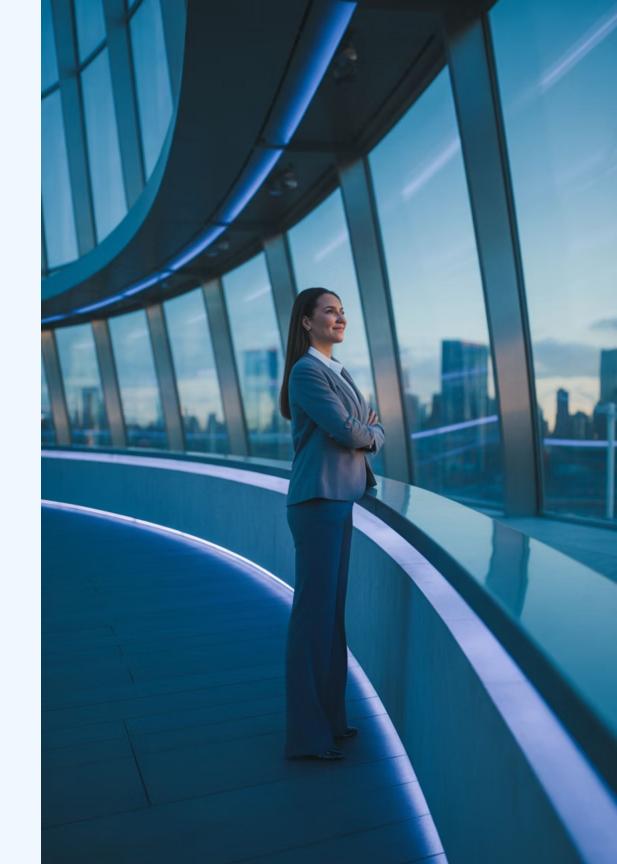
### Opinions Shape Outcomes

Your technical recommendations start getting adopted without endless justification. Your strategic perspectives influence roadmaps. Your voice carries weight.



#### Promotions Become Expected

Advancement stops being a surprise or a fight. When you're consistently visible and your value is clearly understood, promotions become the logical next step—not a lucky break.



### Your Turn: Rewrite Your Rules



### Identify ONE Limiting Rule

What old rule holds you back? "Don't self-promote"? "Wait to be asked"? Name it this week, write it down, and recognize it as a choice, not a truth.



### Create ONE New Rule

Formulate a new, actionable rule to follow instead. Example: "I'll share my wins weekly." Make it specific and ready for immediate use.



### Take ONE Action This Week

Don't wait. Schedule a coffee chat. Send a quick wins update. Share a key document. Take one small step to implement your new rule immediately.

# You already have what it takes. Now make sure the world sees it.

Let's Connect

**Limor Bergman Gross** 



Marea on my Substack:

https://limorbergman.substack.com/

