

## Your Wonder Women Tiara

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If Wonder Woman could break stereotypes, so can you. Your Wonder Women tiara is the mindset you need to use Wonder Women strategies for inviting loyalty and limiting backlash. The tiara will help you fashion the Wonder Women bracelets you need for repelling the stereotypes that build glass ceilings.

William Moulton Marston created the DISC behavior theory in the 1920s. He created Wonder Woman in the 1940s. The letters D, I, S, and C each stand for a different behavior style. 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. You can read background information on the DISC theory in the S&R Keys link at [smilesparksuccess.com](http://smilesparksuccess.com).

We will also use Spranger guiding values. Eduard Spranger wrote about six basic attitudes in the 1920s. 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 Usefulness, Knowledge, Harmony, Belief, Helping, and Position. You can also read background information on Spranger guiding values in the S&R Keys link at [smilesparksuccess.com](http://smilesparksuccess.com).

### Stereotypes & Glass Ceilings

Stereotypes build glass ceilings. Repel glass ceilings for yourself by breaking stereotypes at every level of your career. Break stereotypes with anyone you come into contact with on your job:

- Coworkers
- Supervisors
- Subordinates
- Customers/Clients
- Suppliers
- Contractors
- Etc.

Some of the stereotypes that build glass ceilings include:

- Women are flighty.
- Women are emotional.
- Women are weak.

Because those stereotypes ignore our skills and competence, other stereotypes depict us as:

Conniving our way to the top.  
Flirting our way to the top.

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.

### **Three 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 was 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 firing by the school board. 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.”

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. He is continuing a federal lawsuit to protect other teachers who were also removed from their jobs for ridiculous reasons.

### **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. Therefore, no one felt any loyalty towards them.

### **The Rewards Of 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! Temporary employees hired to staff the regional offices all started out 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 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. (It is important to note that Fitzgerald was sober.) Second, he turned a neglected task into a productive task. When you know how to make that kind of decision, you prove you are the opposite of weak, flighty, and emotional. You prove you are strong, competent, and decisive. You break stereotypes that build glass ceilings.

How can you make decisions that break glass ceilings? You fashion your own Wonder Women bracelets.

### **First Wonder Woman Bracelet: Satisfying DISC Behavior Style Needs**

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.

**Second Wonder Woman Bracelet:**  
**Satisfying Spranger Guiding Value Passions**

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.

**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](http://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 it 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 votes.

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

How will you invite loyalty and limit backlash?

**If You Are Attending A Wonder Women Breaking Glass Ceilings Workshop**

Choose a relationship that needs *with you invites*. You can choose a past relationship if no current relationship requires invites. You will then be prepared if you find yourself in the same kind of relationship in the future.

Go to the Verbal Clues page at [smilesparksuccess.com](http://smilesparksuccess.com). Read through the Recognition Clues to identify your High behavior style and First guiding value.

Identify the High behavior style and First guiding value of your *waiting for an invite* recipient.

You can then look through the strategies for *with you invites* to choose how to invite loyalty in that relationship.

During the workshop I will explain *backlash beware* —  
beware the natural behavior style and guiding value words and actions  
that can create backlash.

After the workshop I will email you a detailed explanation of *backlash beware*  
plus resources for preventing backlash to your natural behaviors.

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**Bernadette Boas**

*Shedding the Corporate Bitch: Shift Your Bitches to Riches in Life and Business*  
[balloffireconsulting.com/shedding-the-bitch/](http://balloffireconsulting.com/shedding-the-bitch/)

Ball of Fire Consulting  
[balloffireconsulting.com](http://balloffireconsulting.com)

Shedding the Bitch Radio  
[blogtalkradio.com/sheddingthebitchradio](http://blogtalkradio.com/sheddingthebitchradio)

**Documentary About Rafe Esquith & The Hobart Shakespeareans**

“Fired by L.A. schools, star teacher takes his Shakespeare lessons elsewhere”

**Articles About Rafe Esquith**

“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!”*