Think about how you want to approach your career. Be intentional about it. You can choose a route that focuses on your natural strengths. Or if you have a dream job, you can be intentional about building the skills and capabilities required to get there. These will drive different choices.

Think of your career as a tree, not a ladder. Build both business and technical skills. Sometimes this will require you to go sideways before you accelerate upwards. Don’t be afraid to follow non-linear paths to succeed. I started out in strategy and switched to operational roles before landing in general management.

Focus on substance over style. There’s a lot of pressure on women, including in the media: “Don’t be aggressive, be aggressive. Don’t be nice, be nice. Be outgoing.” I’ve worked with incredibly strong leaders who have very different styles. Ultimately, what moves the needle are the results we deliver, the substance and the progress we drive, not our natural style. Don’t worry about developing a style that does not come naturally to you.

Stay true to who you are. It’s exhausting to try to be someone else, and it detracts from the substance of you. If you have a naturally empathetic style it’s OK. — that is a strength. Early in my career, I got the feedback that I was too nice to become a CEO one day. I saw feedback as a gift, but (ignoring that was one of the best things I have done).

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Think of your career as a journey. It’s natural to have periods when you feel overwhelmed. In the right dose, being overwhelmed is a sign of learning, and you need to learn to cope with that. If you’re never overwhelmed in your job, it means you’re cruising. So don’t be scared off if you have started a new job and feel overwhelmed for six months or even a year. It takes time to get up the learning curve. On the flip side, if you are overwhelmed for very long periods of time, you need to explore why that is and fix it.

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Think about your trace as you progress in your career. My former professor at Harvard, the late Clay Christensen, said the most important thing is the impact you have on the teams you lead — not only on how well they perform and how engaged they are but also how they feel when they go home at the end of the day. Think about the multiplier effect of your trace. The biggest privilege and responsibility you have as a leader is to leave positive traces on people.

Trust is incredibly important. Am I someone that my colleagues trust, my customers trust, my boss trusts? It is essential to build the trust of the people you work with and serve. Trust is the most important ingredient to getting things done as a team, to being able to compromise, to feel safe and to find a path forward. Honesty and transparency are key ingredients to building trust.

There is no such thing as having it all. We all need to find a balance that sustains our bodies and minds. Whether that’s eating ice cream, meditation or daily walks in the park, hugs with your kids or cuddles with your pets — work out a routine that is right for you and make time for it.

Keep an open mind. In all aspects of life, sometimes the best outcomes come from things we didn’t plan. So be open to opportunities, put your hand up, don’t worry about what they’ll think. If you are a technologist, don’t just focus on tech companies. There’s some great tech experience outside of the Tech sector.