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 a non-linear path to success. 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.

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

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

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 to building trust.

1. Think about how you want to approach your career. Be intentional about it.
2. Think of your career as a tree, not a ladder.
3. Focus on substance over style.
4. Stay true to who you are.
5. Think of your career as a journey.
6. Trust is incredibly important.
7. Figure out what fills your bucket and have a self-care routine.
8. Keep an open mind.