

Stepping Up: Women in Leadership

Kaizen Training's brand new three-day programme, led by **Helen Krag**
30 November – 2 December 2010
Wokefield Park, near Reading



- **Create a More Diverse & Balanced Leadership and**
- **Retain your Most Valued Females By Providing Talented Women in Your Organisation with the Confidence, Skills, Belief and Drive to Step up to More Senior Leadership Roles**

Enhance your existing initiatives for women with a comprehensive new programme from Kaizen Training that will help women fast-track their progress and achieve their potential

In 2009, the number of women on the FTSE 100 corporate boards was 12% - the same level as the previous year.

The 2009 Female FTSE Report, Cranfield School of Management

Do you...

- Need to seek out and develop your very best talent?
- Have a far greater proportion of men than women in senior roles and want to redress the balance?
- Find that you are still not seeing female talent rise to the top, despite having created a women's network, put in place a mentoring scheme, and implemented a variety of other initiatives?
- Want to enhance such initiatives mentioned above with some targeted development for your most talented women?
- Want to fast track progress for key women, but don't have the mechanism to do it?
- Want to see women in your business take a greater responsibility for managing their careers?
- Need more successful female role models in your company?

If you've answered YES to one or more of the above, you're in the right place.

To book places on this programme, contact Margaret Ginelly at the Kaizen Training centre:
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What will participants gain by being one of the 15 women joining us for these three days from 30 November to 2 December 2010?

They will leave with the attitude, belief, confidence and skills to **fulfil their ambitions** and **progress to more senior leadership roles**. They will be **energised, focused**, and ready to implement their comprehensive action plan right away. They will have **renewed motivation** for the next steps.

As the **sponsoring organisation**, you will gain an employee poised to reach her potential and perform in more senior roles. And a positive role model for other talented female staff in the organisation.

Here's what participants can expect from the 3 days:

- ✓ **Get really clear about what they want for themselves.** This clarity underpins what makes successful women tick, and is what makes the difference between having the career they really want, and just 'drifting'.
- ✓ **Identify what holds them back now.** Some of these might be practical, but typically 80% of the barriers facing us are ones we create for ourselves, so we will help them unpick these, and identify ways to overcome them.
- ✓ Does the participant project an appropriate image that will support her in achieving her goals? How does she come across to others? She will **gain insights into her personal impact and style** that will help her make key choices for the future of how she presents herself.
- ✓ Are they afraid to blow their own trumpet? Feel self-conscious about promoting themselves in the organisation? They will pick up top tips that mean they will **enjoy the subtle art of self-promotion** – and they'll learn to do it with integrity, in a way that fits with what is appropriate, both for the organisation, and themselves.
- ✓ **Do they have trouble saying 'no' to others?** We'll help them find an elegant, congruent way to do just that, so they never again have to waste time and energy because, once again, they agreed to do something that was unnecessary and that diverted them from core tasks.
- ✓ Throughout the three days we'll be encouraging them to **step out of their comfort zone and 'think big'**. The principle is that they won't get to where they want to be without thinking about it differently, so they should expect to be challenged.
- ✓ Women can be poor at putting themselves first and asking for what they want, so we'll teach them to **be more assertive** so they develop more effective relationships with colleagues, customers and suppliers.
- ✓ They'll have the invaluable opportunity to **network with other talented women** from a range of industry sectors and roles. The reason we conduct this training as a group of women is because we create a **safe and supportive environment** where they can learn from others who experience similar issues to them. If they want to, they will make personal contacts which will extend beyond the three-day experience.

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- ✓ For many women **specific skills**, when mastered, **make a big difference to the results they get** in the workplace. For example, these might be leadership skills, developing charisma, using influential language, or presenting. They'll have the opportunity to develop and hone some of these skills and learn practical tools to bring back into the workplace.
- ✓ Every participant on this programme will **create a personal action plan**. This will identify not only what they need to do, but what support they need to put in place for themselves to achieve it, and the attitudes and beliefs that underpin success. We will provide an opportunity before the programme for the line manager or another appropriate member of staff to provide input into this.

'This is a comprehensive programme from Kaizen Training that will transform the working lives of many working women. If only there had been something like this available when I was climbing the ladder!'

Let's remind ourselves of why organisations need a better balance of men and women in senior roles.

There are a myriad of reasons, and here are just three:

1. Organisations need to seek out and appoint the very best talent they have, but that doesn't always happen. Traditions such as 'the boys club' means that sometimes companies do what they've always done when it comes to succession planning. It's a fact that there are more female graduates entering the workplace than men, but those statistics are drastically reversed when we look at senior levels in many sectors. It follows that something happens between recruitment and board level that stops women progressing in quite the same numbers as men (in reality, that 'something' is complex and different for different women).
2. Increasingly, the greater proportion of consumer purchasing decisions is made by women, not men. So, customer is *queen* – not *king*.
3. Companies with women in board level positions are more likely to deliver superior financial results such as higher market capitalisation. It's not entirely clear why that is, but it's borne out by the statistics.

So, why would you entrust the career progression of your most valued female employees to Kaizen Training?

Kaizen Training is a highly successful business established for over 20 years. We are specialists in cutting edge learning, and our **brain-friendly approach** makes the single biggest difference to providing **learning that sticks**. Our learning interventions are designed to be engaging, participative, and have lasting results. It's not a question of popping along on a course and then filing the manual on the shelf. Our programmes are life-changing, and we are fanatical about maximising every possibility that **participants will apply what they have learned directly in the workplace**.

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'They bring a refreshingly different and creative approach to business issues, but always grounded in practical solutions. They have a rare ability to adapt what they're doing to the needs of their client – resulting in highly positive responses and sustained change.'

**John Bathgate, Organisational Development Manager,
Motorola – Semi-Conductor Products Sector**

If there is one phrase that sums up our leadership interventions, it is **Substance and Sizzle!** The **substance** is provided through interventions that use cutting edge, thought provoking and proven approaches and ideas.

The **sizzle** comes from the way the programme is designed and facilitated. It is high energy, fun and inspiring. Our workshops are highly experiential, using the latest principles of brain friendly learning and our experienced and inspirational facilitators see their role as helping participants become the best they can possibly be. Our workshops are the very antithesis of “chalk and talk” training – or worse, “death by PowerPoint”.

Underpinned by our five brain friendly learning principles:

- ❑ **Keep it Real!** Everything we do is informed by an obsession with transfer of learning back to the real, day-to-day job and business.
- ❑ **Facilitate Creation not just Consumption** Learning, in our view, isn't about the consumption of information – but about the creation of meaning, value and ultimately action on the part of the learner. Our consultants are all highly skilled facilitators – expert at being “guides on the side” rather than just “sages on the stage”.
- ❑ **Honour Uniqueness** We know that people learn in different ways – and our interventions value individual differences. We design interventions that allow for variety and massive personal choice.
- ❑ **Rich and Multi-Sensory** We use a holistic approach – involving the whole person – their brain/mind, their body, all their senses, their emotions, and the whole range of their intelligences.
- ❑ **State is Everything (...well, almost!)** We know that all learning, and all performance, is state-dependent. We therefore design interventions that keep participants in a highly resourceful and appropriate emotional state – sometimes curious, sometimes relaxed, sometimes highly energised and excited, sometimes reflective – depending on the outcomes of the particular activity.

***Stepping Up: Women in Leadership* is led by Helen Krag, who partners with organisations to promote female talent, and with women who want to get ahead.**

Helen works with groups and individuals at a number of levels, always focussed on championing women in the workplace and promoting female talent.

'Helen kicked off Aviva Women's Network 2010 with a talk aimed at giving women more control over their work life balance. Attendance was high, and the session received fantastic feedback. The event was interactive and energising and encouraged participants to think hard about the day to day choices they make and the motivation behind those. We look forward to having Helen deliver further sessions in the future.'

Monika Allen, Aviva

Helen's experience as a Maths graduate in corporate life includes Sales & Marketing roles for Coca-Cola Schweppes Beverages and SmithKline Beecham (Lucozade and Ribena). She has also worked as an Account Director with Maritz Europa, providing clients such as Shell UK, Laura Ashley, Cisco Systems and Fujitsu ICL with incentives and reward & recognition programmes.

Helen has been a business consultant, coach and trainer for over 7 years, specialising in Neuro-Linguistic Programming (NLP) and its' applications in business. Helen joined the Kaizen team in February 2010, and provides specialist solutions in personal influence and leadership, as well as bringing her determination and drive to support women in business.



Helen says: 'The commercial reasons for having a better male/female balance in senior roles are more compelling than ever. In addition, leadership styles have been evolving in recent years. Gone are the days of the autocratic 'tell' style of leadership, when the bod at the top (often a man) barked instructions and everyone jumped.'

These days we work in cross-functional, international, multi-site organisations. We interact with a far greater number of people than ever before, often people we have not met in person, with whom we need to build instant relationships to get things done. It is influencing, not telling, that is key, and we influence through who we are, as well as what we do. Softer skills such as empathy become more important, and the good news is that women are typically (although not always) better at this than men.'

'Working with Helen has developed my leadership style immeasurably. I have learned the importance of starting with the outcome in mind, and this has shaped the results I get in my work. Helen is a real example of what she teaches, and is very skilled at allowing me the time and space to find my own solutions. She helped me identify practical outputs that I could use with immediate effect. Her natural flair and positive, open style make for an enjoyable and valuable learning experience.'

Lyn Drabwell, Head of GIS Client Investment Development, Aviva Investors

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We understand that your business has women and men who need to work together. Taking women out of the workplace to spend three days with other women who face similar challenges is not representative of your working environment. That's deliberate.

Women are less likely than men to spend time and energy focussing on their career. They are more likely to think that simply keeping their head down and doing a good job is enough. For some women, to fast-track their progress as leaders they need to be given the opportunity to take time out of their typical working day to work on their career. This programme provides such an opportunity in a supportive, yet challenging, environment.

Three days is a significant period to be out of the business, especially since this is your most talented women we're talking about. We understand that. We also know that typical initiatives such as women's networks and mentoring schemes, whilst useful, can take a long time to deliver results. Sometimes what you need is a short, sharp, powerful intervention that will break down barriers and energise the participant to make significant step changes. That's what this programme is about.

We're just pulling out of recession, budgets are stretched, and you have some difficult decisions to make about where to allocate funds to get the best returns. Right?

Many organisations are operating with fewer employees on account of recent redundancy programmes. You need your people to focus on core business and it is imperative to derive greater value from each and every member of staff. It's possible that your ability to recruit and retain talent is a key issue for you right now, because your people will give your company the edge and help you to stay competitive.

What happens when you invest in an individual – for example, leadership training & management development? Do you know? Can you measure it?

This programme is not for companies that want to tick boxes and be 'seen' to be doing something to develop women.

This programme is for women who are already talented at their day job, but they're ready to take on more. They have the potential to **deliver even greater value** for your organisation, but they need help to start doing it. Women who participate in this programme will come away invigorated, positive about their ambitions and clear about the ways in which they can make a difference. They will develop skills to help them be more influential in a way that fits with who they are and what their organisation requires.

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We are confident this is a comprehensive and stand alone programme that gives women everything they need to take the next steps right away...

... AND we want to make absolutely sure each and every participant has everything they need to make the changes that are important to them. So, in addition to the three-day programme, we are offering the following bonuses for each participant when you book their places before 8th October 2010.

Bonus #1

Special report, '10 Tops Tips for Self-Promotion with Integrity' (£7.99 value)

Have you ever felt frustrated that someone else took the credit for something you were particularly proud of at work? Do you feel awkward 'blowing your own trumpet'? This report offers 10 tips to promote yourself elegantly, leaving your integrity fully intact. You'll be amazed at the impact this has on your perceived value in your organisation.

Bonus # 2

90 minute Telephone Follow-up with Helen (£395 value)

Dedicated one-to-one time with Helen to help you embed your learning, ask questions, and get some honest critique (she won't hold back if that's what you want). If you're at all tempted to drift off the path you committed to during the three days, this telephone session will get you right back on track

Okay, so by now you may be thinking...

We don't have the budget for this type of training right now

Let us invite you to stop for a moment and consider just one of your talented women. What is her value to your organisation right now? Do you know?

If she left in the next 6 months, what would it cost to replace her? How much time would be spent writing job adverts, briefing agencies, reviewing CVs, conducting interviews? How many people would be involved in getting her into the organisation and spending time on inductions. How many departments will she need to meet? How long will it be before she can perform adequately in the role? How long before she is really adding value?

You don't need us to tell you that it's expensive and disruptive to replace talented members of staff. What investment are you prepared to make in your most promising females to help them achieve their potential with your organisation?

OK, so here are the full details...

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3-day Programme

30 November 2010 – 2 December 2010

Wokefield Park, Reading

Your investment: £995 plus VAT per person

Includes:

- ✓ A place on the 3-day programme with lunch and refreshments
- ✓ Course materials
- ✓ A handy sized reference guide containing comprehensive summaries of the programme content for participants to take away

**To secure your places, contact Margaret Ginelly
at the Kaizen Training Centre for a booking form:**

01923 291618 (the line gets busy, so if there is no response, do leave a message
and Margaret will get back to you as soon as she can)

Centre@kaizen-training.com

or complete a form online at the Kaizen website

www.kaizen-training.com

PS. We hope you will choose to invest in one or more of your women with this programme. If you would like to talk to us about running a similar programme exclusively for your own staff, please contact Kimberley Hare on 01923 262278.