

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



You are about to Experience the Three Most Important Days of Your Working Life

How Every Working Woman Can Make a Significant STEP-UP in Her Career and Get Paid What She is Worth, Without Sacrificing Enjoyment and Balance

'Success is not the key to happiness. Happiness is the key to success. If you love what you are doing, you will be successful.'

Herman Cain



If you are serious about taking your career in hand and proactively creating opportunities to win roles that are more fulfilling and rewarding, then please **read every word here**. If you're getting feedback that you're doing a good job, but promotion just isn't happening for you; or if you're drifting, devoid of direction or a clear plan; or if it just doesn't feel like fun anymore, then I urge you to study every last syllable. Because what I'm talking about here is a way to **take control of your working life and get the results you deserve** – regardless of what's happening in the economy, AND whilst making sure you regain enjoyment in your work

Read on to find out exactly **how it can be done**.

Let me ask you this. Do you...

- perform a great 'technical' job in your area of specialism, but need help to progress to a different type of function, for example a managerial role?
- feel tired of not getting the recognition you deserve in terms of your position in the organisation, or monetary reward?

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- ❑ feel unsure about what you really want, torn between a sparkling career on the one hand, with family values and priorities that are really important to you on the other?
- ❑ want to reposition yourself in your organisation, and to be considered for new opportunities?
- ❑ need to get your career back on track after a period of 'drifting'?
- ❑ want to make a change in your career path, but are clueless about which direction to take?
- ❑ plan to return to the workplace after a sabbatical, redundancy or maternity break, but are worried you've spent so much time out that business will have moved on without you?

If you've answered YES to one or more of the above, you're in the right place. I can help you, and I promise what we're offering here will help you **take control once and for all** and start to **steer your working life in the direction you want it to go**.

So, what will you gain by being one of the 15 women joining me for these three days from 30 November to 2 December 2010?

YOU will leave with the attitude, belief, confidence and skills to **fulfil your ambitions and progress to more senior leadership roles** (if that's what you want). You will be **energised, focused**, and ready to implement your comprehensive action plan right away. You will have **renewed motivation** for the next steps you know you need to take to **create the work life you really want**.

YOUR ORGANISATION will gain an employee poised to reach their potential and perform in more senior roles. And a positive role model for other talented female staff in the organisation.

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

- ✓ **Get really clear about what you want for yourself.** This clarity underpins what makes successful women tick, and is what makes the difference between having the career you really want, and just 'drifting'.
- ✓ **Identify what holds you back now.** Some of this might be practical, but typically 80% of the barriers facing us are ones we create for ourselves, so we will help you unpick these, and identify ways to navigate through them.
- ✓ Are you projecting the image you want to project? Will this support you in achieving your goals? How often have you wondered how you come across to others? You will **gain insights into your personal impact and style** that will help you make key choices for the future of how you present yourself.

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- ✓ Are you afraid to blow your own trumpet? Feel self-conscious about promoting yourself in your organisation? You will pick up top tips that mean you will actually **enjoy the art of self-promotion** – and you'll learn to do it with integrity, in a way that fits with who you are.
- ✓ **Do you have trouble saying 'no' to others?** We'll help you find an elegant, congruent way to do just that, so you never again have to waste time and energy kicking yourself because, once again, you agreed to do something you didn't want to, or you didn't really have the time to do.
- ✓ Throughout the three days we'll be encouraging you to **step out of your comfort zone and 'think big'**. The principle is that you won't get to where you want to be without thinking about it differently, so expect to be challenged.
- ✓ As women we are typically poor at putting ourselves first and asking for what we want. Did you know that men are way more likely to ask for a pay rise than women? We'll cover off how to **increase significantly the chances of you being able to call the shots** when it comes to pay and conditions of work.
- ✓ How is your work-home balance? Are you getting enough time for activities that create enjoyment and value for you? You'll have an opportunity to identify some specific strategies to **create a more effective work-home balance for yourself**. And remember, when you're doing work you really enjoy, it starts to feel less like 'work', and more like an extension of a balanced life.
- ✓ You'll have the fantastic 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 you can learn from others who experience similar issues to you. If you want to, you will make personal contacts, even friendships, which will extend beyond the three-day experience.
- ✓ For many women **specific skills**, when mastered, **make a big difference to the results you get** in the workplace. For example, these might be leadership skills, developing charisma, using influential language, or presenting powerfully. You'll have the opportunity to develop and hone some of these skills and learn practical tools to take back into the workplace.
- ✓ Every participant on this programme will **create a personal action plan** for them to implement back in their workplace. 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.

So, who am I to show you how to make a step change in your career and support you through some of the most important decisions of your life...?

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I'm Helen Krag, and I work with organisations to help them retain and promote female talent, and with talented women in business so they can:

- ❑ Fast-track their personal progress
- ❑ Step up to more senior leadership roles
- ❑ Increase significantly the contribution they make in the workplace.

'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

I'm part of Kaizen Training, a highly successful consultancy 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 this is your life we're talking about.

I started my working life as a Maths graduate with *Coca-Cola Schweppes Beverages Ltd.* in a variety of sales and sales operations roles. Desperate to get into a pure marketing role, I moved to SmithKline Beecham into the business development team for the drinks brands (Lucozade & Ribena), and was subsequently appointed Product Manager for Lucozade Sport. The highlight, for me, was the opportunity to manage the sponsorship programmes with British Athletics and the newly formed FA Premier League.

When I married and moved out of London, it became apparent that my new husband and I couldn't have the **lifestyle we wanted** (with friends and a social life!) if we both continued to commute into London. So I quit my prized role on Lucozade Sport and joined a local performance improvement agency, Maritz Europa, which provided incentives and reward & recognition programmes to organisations.

I held a number of different positions with Maritz over the course of 7 years with some fabulous clients (such as Shell UK, Laura Ashley, Cisco Systems and Fujitsu ICL). Both my children were born during these years, and I was the first woman to take a part-time role for Maritz when I returned to work three days a week, five months after the birth of my first son.

You'll see the relevance of all of this in just a moment.

Working at Maritz highlighted for me the importance and value of people in organisations, and when my children started school and nursery respectively in 2002, I resolved to make 'people' the focus of my future work. I left Maritz after a sabbatical, and trained as a business coach and trainer, specialising in Neuro-Linguistic Programming (NLP) and its' applications in business.

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My interest and focus on working with women over more recent years came with increased awareness of the shortage of women in senior roles in leading organisations. And yet, there are *many* good reasons why **we need more women in influential positions**. 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 way as men (in reality, that 'something' is complex and different for different women).
2. By far the greater proportion of consumer purchasing decisions these days are made by women, not men. So *customer is queen* – not king as previously thought!
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.

In addition to this, 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 (usually 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.

Why am I telling you all this? Because when I recount my story in this way, it sounds as if it was all planned with military style precision, and the opportunities dropped into my lap at just the right moments. That's simply not true (for example, marketing was not my first choice of career – I really wanted to become an airline pilot, which is why I studied Maths, but I didn't make it; when I took the sales role with CCSB, it was because I didn't get the marketing one (I came second)). I took many knocks along the way, but I kept going. I also employed some specific strategies and approaches that worked for me, and they work for other women too.

The value I bring to this programme is not the extensive research and modelling I have done about *what makes for a successful woman in business.*

I've done loads, and it absolutely shapes the content for the programme, but anyone can read that stuff. There are umpteen books about women in business (and I will definitely point you in the direction of some of them) plus much of the research done by experts in gender issues is in the public domain.

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The value I bring is not even about my own experience in business, because although I have implemented many of the strategies and approaches I will share with you on the programme, at the end of the day it's not about me, it's about YOU.

The value I bring is my skill in helping you **get the results you deserve**. That's what I'm really good at. I will support you, cajole you, and hold you accountable for taking all the valuable information, strategies and skills we will explore together, and **IMPLEMENT them in your own workplace**. I will show you not just what to do, but **HOW to do it** – so that it works for you, in your own unique situation. There's no point in stuffing you full of theory with no practical action, so this programme is pragmatic and action orientated, because to get different results, you've got to start doing things differently straight away.

'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

So this programme is for women like you who are ready to take action RIGHT NOW to make the changes you need for success in your career - whatever your criteria are for success, however you measure it. Places are limited to 15, so you'll need to move quickly to secure yours.

With this programme it is the first time I have brought together in one place all the intelligence, attitudes, strategies and skills that make for successful women in business. I've packaged them for you so you can choose the best bits for yourself and put into place a personal plan that will get you where you want to be.

Consider this: how long have you been working now? Is it 2 years? 5 years? 10 years? When was the last time you took time out of your busy schedule to focus on you and your career? I'm willing to bet that you've not even taken three days out of that **whole working life** to focus on your career.

Imagine the benefit of doing that now. You might tell yourself that now is not the right time. You've got loads of other priorities, right? But tell me this – when *will* be the right time? Because you'll always have other priorities, there will always be other things commanding your time and attention. There's no such thing as the 'perfect time'. Making that decision to invest your time right now means that you will be better placed to gain greater control over your priorities in the future. Three days invested in yourself now is guaranteed to get you where you want to be more quickly than if you plodded along on your own waiting for the ideal opportunity to come along. **Imperfect action is way better than perfect inaction!**

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You know, as women we tend to be more reluctant than men to put ourselves first. It's only in a group of women that I might find people who think it's a luxury to invest in themselves in this way. If a talented man you know had access to a resource that would fast-track his career and help him get what he wanted more quickly, do you think he would take it? You bet he would! He wouldn't think twice.

So, let's remind ourselves of what you will gain by participating in this programme:

- ✓ Clarity about what you want for yourself
- ✓ Awareness of what holds you back, with strategies to overcome this
- ✓ Greater personal impact
- ✓ Ways of promoting yourself in your organisation that work for you
- ✓ The ability to say 'no'
- ✓ A chance to step out of your comfort zone and think big
- ✓ Persuasive ways of asking for what you want
- ✓ A better work-home balance
- ✓ The opportunity to network with other talented women
- ✓ Skills such as leadership, developing charisma and using influential language
- ✓ A personal action plan

'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!'

Yes, it's huge, and delivers on content all the way through, with plenty of opportunities for you to experience new things in a safe and supportive environment with other women like you

And that's not all; because I want to make absolutely sure you've got everything you need to step-up, so check out these bonuses when you **book before midnight on 30th Sept:**

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 (I 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

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

This programme must be really expensive, right?

Let me invite you to stop for a moment and consider what you've earned over your work life so far (a rough calculation will do the trick!). Now, how much will you earn in your remaining working years, assuming your salary stays at its current level? Write it down.

I guess you're hoping your salary will increase, at least incrementally, year on year. And given you're still with me here, the chances are your expectations are higher than that, and that you will be factoring in some significant pay rises as you progress. The question is, what is your expectation? Do you know? And how much more than that would you need to earn to make this programme worth your while? If you covered the costs of this programme in one year, would that be enough? What if, as a direct result of attending, you got a promotion, or found a new job in the next 3 months where your salary increased 20%? Would that represent a decent payback?

Focussing on your career and getting really clear about what you want will set you ahead of the vast majority of women (and men!) who just don't do that. You'll be making some key changes in your work life that will make you significantly more marketable. What's that worth to you?

It's fair to say that I've thought really hard about what to charge for you to be a part of this talented group of women who are ready to step up.

Some women will have their places funded by their employers, and companies are definitely investing now in female talent, because they can see they've neglected talented women in the past, and they understand the value we bring in this climate. I want to make it accessible for those who will invest in it with their personal funds too. At the same time, I am under no illusion of the value each and every participant will glean from this course. It is dynamite in terms of the shifts we're going to see in mindset and action, and I don't know of anything else out there that will help women kick start their careers in quite the way this programme will.

So, if I gave you £995 today, what would you choose to spend it on? A holiday perhaps, or a weekend break? Some women I know would spend that on an evening dress (although I'm definitely not one of those!). What price do you put on your future – the ability to create the choices and opportunities you want for yourself and those who are important to you?

Your £995 investment includes:

- ✓ Your place on the three day programme with lunch and refreshments throughout the day
- ✓ All course materials
- ✓ A handy sized reference guide for you to take away containing comprehensive summaries of the programme content.

If you want to stay overnight, you can book overnight accommodation directly with Wokefield Park at our special room rate.

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OK, so let's wrap this up...

Stepping Up: Women in Leadership

3-day Programme

30 November 2010 – 2 December 2010

Wokefield Park, Reading

Your investment: £995 plus VAT (the best deal)

Or 3 monthly payments of £395 plus VAT

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

+ 44(0)1923 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 the form online on the Kaizen website

www.kaizen-training.com

I'm so confident that by participating on this programme you will get the motivation and tools to step up, that I'm prepared to offer a guarantee. If, by the end of the first day, you don't feel the programme is delivering on its promises, you will receive a full refund.

So, are you ready? I really hope to meet you at the event in November.

With my very best wishes,

Helen Krag

Helen Krag

PS. How many frustrating days have you spend in the last year feeling like your contribution is not recognised; you're drifting; you're just not enjoying your work?

Those days are gone. You can't turn back the clock, but you **can** take charge of your career right now and start proactively making the progress you deserve.

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