IRISH MANAGEMENT INSTITUTE

Taking the Lead
Women in Leadership

30% Club
GROWTH THROUGH DIVERSITY

Overview

We invite you to join us on our new leadership programme for aspiring women leaders navigating today's business landscape. Explore how you can become a catalyst for your own and your organisation's success.

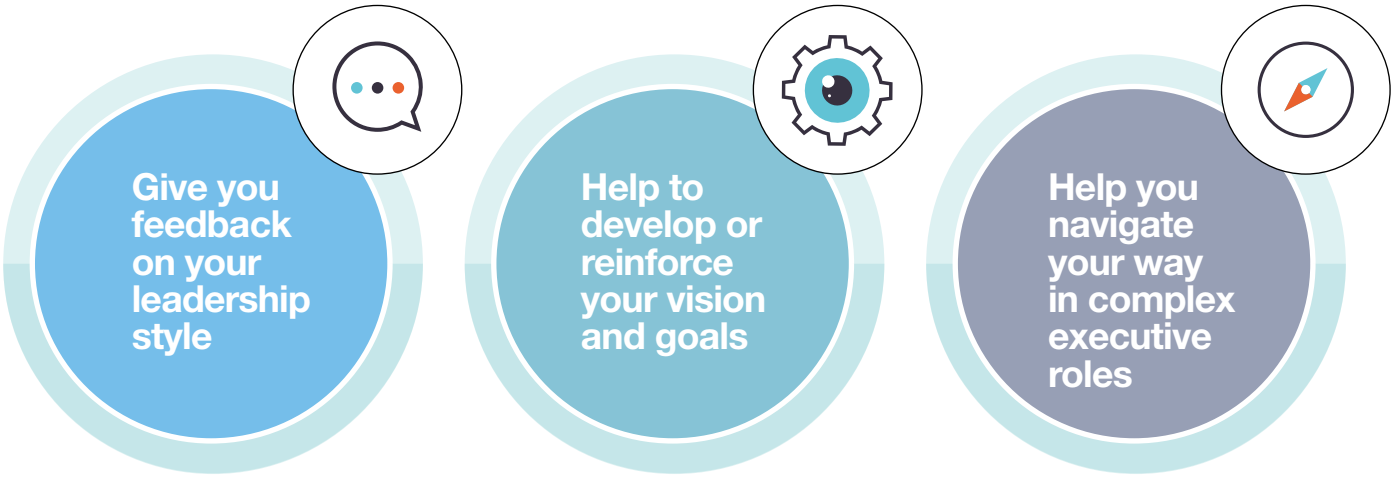
In February 2017, IMI and the 30% Club conducted a focus group with over 50 women in senior leadership roles in Ireland. Based on the insights from this focus group and other global research, Taking the Lead is designed to give women executives an opportunity to come together and share their leadership experiences in a learning environment that has direct relevance and personal impact.

Our aim is to enable women leaders to discover their authentic leadership identity: to refine their purpose, to invest their work and ambitions with meaning and learn tools and approaches to both navigate today's complex world of work and also become future-fit.

This programme will help you understand your strengths (sometimes underused, hidden or misplaced), your shadow (what might be sabotaging your best attempts) and your impact on others (not always what we intend). In the fast-changing 24/7-connected world this also means developing techniques and approaches that may be counter-intuitive: to go beyond natural survival instincts (of fight-flight-freeze) to be able to embrace change, work with both right and left brain attributes, and muster the courage to take risks in the face of the unknown.

This programme will give you the time and space to explore, develop and articulate who you want to be as a leader and the contribution you want to make to your work, your life, your organisation and the communities or markets you serve.

Taking the Lead will:



Who this Programme is for

Taking the Lead – Women in Leadership is designed for aspiring and developing women leaders who are seeking to accelerate their career and personal development, including:

+ Women aspiring to and preparing for more senior management positions;
+ Women exploring career options and ambitions.

Programme Outcomes

Through this programme you will:

+ Increase your leadership impact, create long-term personal and professional change, and become a role model for others.
+ Explore where you are in your work and career, articulate the leadership challenges facing you in today's workplace and develop the insight and skills to address these.
+ Design and articulate your Personal Leadership Blueprint: identify your career and leadership ambitions, define your purpose and direction and the impact you want to have as a leader.
+ Learn a range of skills: 'thinking-space' habits; creating constructive conversations; influencing and persuasion; expanded listening, speaking to be heard and collaborative feedback approaches that work.
+ Learn powerful yet simple embodiment techniques to centre and ground yourself, maintain your balance within competitive workplaces and make you a more effective and resilient leader.
+ Understand your personal presence or 'gravitas': enhance your executive presence for influence and to inspire others.

Programme Content

Leading in an uncertain world

Understand what it takes to succeed in a fast-changing, uncertain environment. You will come to understand the subtleties of unconscious bias and the complexities of power, and be armed with strategies to navigate these.

Developing your personal leadership brand

You will develop greater confidence and a better understanding of your personal leadership style, enabling you to carry out and lead change effectively within your organisation.

Understanding the leadership challenge

You will hear about cutting-edge trends in leadership, and learn tried and tested techniques that you can apply to overcome the unique challenges faced by women leaders.

Influence and impact

You will understand the difference between goals, purpose and intention, and learn in real time how to inspire and influence others with your vision. This will inform your personal leadership blueprint.

Driving personal and professional change

Use insights gained from work done on the programme, your self-assessment and your coach to develop clear aims for your ongoing personal and professional development, and consolidate your commitment to action. You will work with a professional coach to develop clear aims for your ongoing personal and professional development.

Communication and authentic power

Master verbal and non-verbal techniques in communication and hone your unique voice. Learn how to effectively use networks, mentors and sponsors to drive your career success.

Leadership Accelerators

Network Building

A core component of the programme will be connecting Irish female leaders. By creating a like-minded peer group, participants will have a long-lasting network for both professional and personal support well into the future.

Personalised Coaching

You will receive one-to-one executive coaching to enhance your personal leadership journey and accelerate achievements. Hear from expert and inspirational speakers as they articulate their leadership journeys, the issues they face and the techniques they use to achieve success.

My Personal Leadership Brand

You will be supported during the programme and the coaching to create a **Personal Leadership Brand** which articulates who you are as a leader, what you stand for, what you want to say about yourself and the impact you want to have. This enables you to shape your development journey and leadership practice in line with your core vision and values.

Emotional Intelligence Measure (EQi)

The EQi will give you a personal snapshot of how you manage your emotions, relationships, stress, decision-making, and your levels of optimism. This will inform your development journey and particularly your Personal Leadership Blueprint. You will, together with other participants, create a strong peer network of women in leadership that will support you throughout and beyond the programme.

Personal Leadership Blueprint

Building on your definition of self in the Personal Leadership Brand, the **Personal Leadership Blueprint** sets out your journey from here onwards. What changes do you want to make? What actions will you take to effect these changes? What allies will you build? Drawing on work done between modules to identify and articulate a meaningful change for you and your organisation, the Blueprint is a practical roadmap for creating and sustaining personal and organisational change.

Programme Designers

Hetty Einzig

Hetty brings 30 years of psychology and executive coaching experience to global leadership development within the business sector. Her career has spanned the arts, media, health, NGOs, strategy, and design of large-scale global corporate culture change programmes.

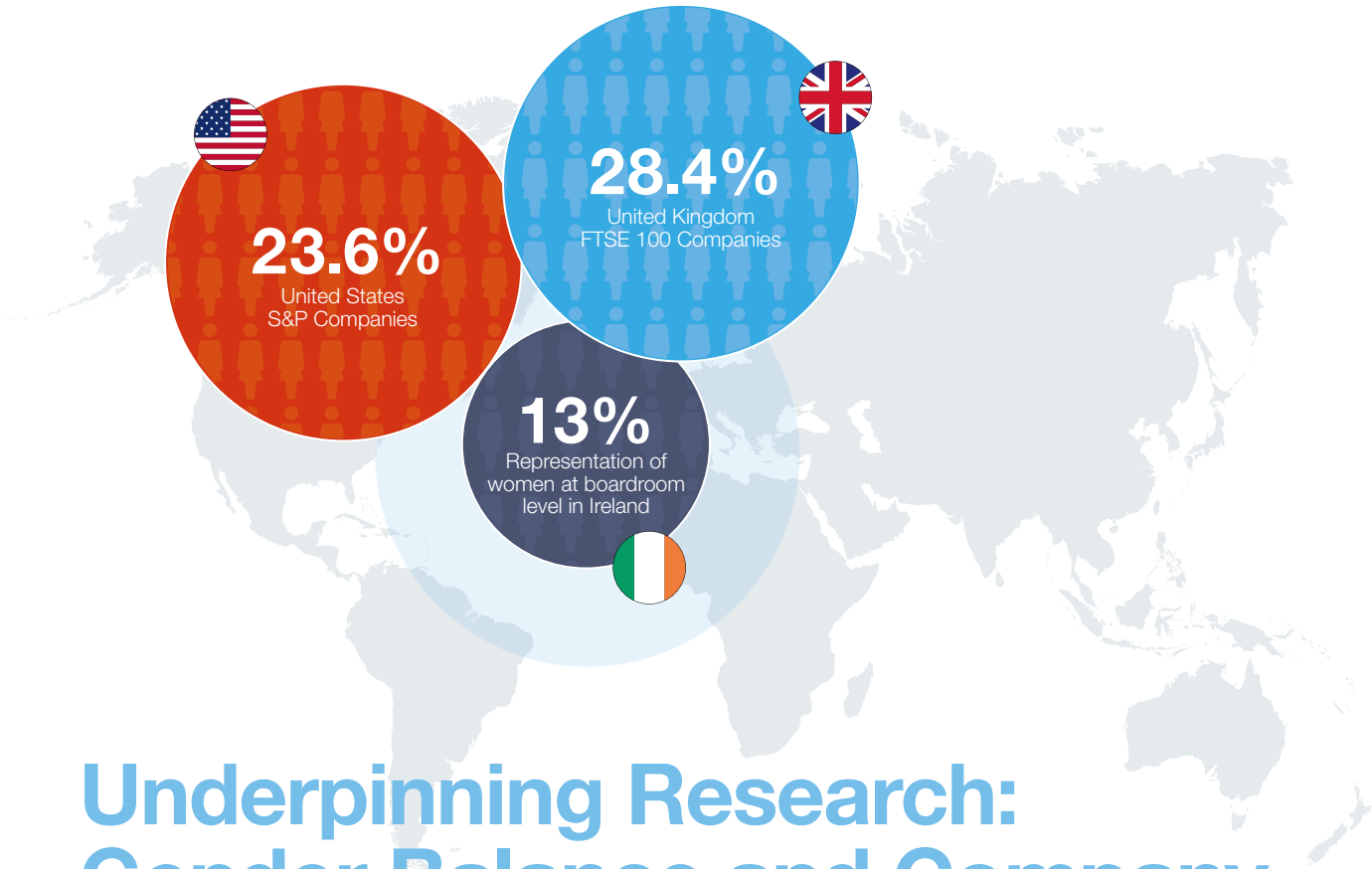
A key focus for Hetty is women's leadership. She is a partner with The *Flourish Initiative*, a Senior Consultant with *Performance Consultants International* and *Analytic-Network Coaching*, and an Associate of *Leaders' Quest*.

She teaches on the Executive Coaching Diploma at the IMI, and is the Editor of Coaching Perspectives, the AC global magazine. She holds a Masters in Psychoanalytic and Systemic Approaches to Consulting with Organisations from the Tavistock Centre (UEL), a Certificate in Coaching Supervision from Oxford Brookes, and a Masters in History of Art from the Courtauld Institute (UL).

Deirdre McLoughlin

A management professional in the area of Organisational and Individual Development, Deirdre has 25 years business leadership experience, most recently as a Manufacturing Director at Medtronic Ireland.

Deirdre's expertise is in creatively working with individuals and organisations to maximise their potential by focusing on individual growth, development and psychological wellness. She has a wealth of experience working in the area of individual, team and leadership development and change management. Deirdre's objective is to support individuals and leaders through executive / team coaching and change management practices, to maximise business results by unlocking individual potential and enabling people to sustain high performance, particularly during times of high pressure, volatility and transition. She has a particular interest in the area of developing women in leadership, establishing the Medtronic Galway Women's Network while at Medtronic.



Underpinning Research: Gender Balance and Company Performance

Representation of women at boardroom level in Ireland stands at 13%, lagging far behind the United States (23.6% of S&P companies) and the United Kingdom (28.4% of FTSE 100 Companies).

Research shows that fewer women in the boardroom reduces intellectual debate and the type of workplace creative conflict that can lead to innovation. Homogeneous organisations produce less creative results and have inferior overall communication compared to companies with diverse and gender balanced teams.

Fortune 500 companies with the highest representation of women board directors outperformed those with the lowest, as measured by return on equity and return on sales (at 53% and 42%, respectively).

Women face a unique set of challenges when progressing into senior leadership positions, including unconscious bias, a scarcity of role models, and a peer group that continually shrinks the more senior they become. These challenges can make striving for the top a lonely and frustrating endeavour even in organisations with the best intentions to support their top female talent.

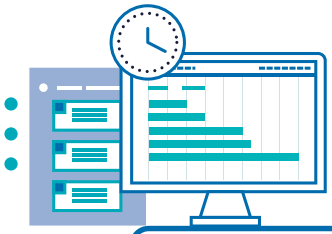
To begin to address these issues in Ireland, the IMI and the 30% Club conducted a focus group, with more than 50 women in senior leadership roles, talking about the inhibitors and accelerators that women face in reaching such roles. The findings have been captured in the infographic on the following pages.

Women in Leadership

focus group findings

Inhibitors

Navigating the Organisation



Organisational Culture

Promoting culture of inclusion and diversity important at organisational level

Need for internal & external buy in and transparency

Lack of formalised processes for balancing the candidate pool

Organisational Policy

Metrics and KPIs are desired

Need to make the business case for diversity

Targets favoured over quotas

Unconscious Bias

The need to challenge Unconscious Bias (UB)

UB training considered beneficial for awareness

Need to 'call out' UB can be enough to make us think differently

Diversity Agenda

Need for a formal policy supported by senior management needed at organisational level

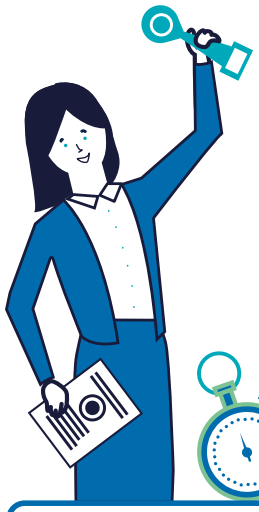
Increasing awareness by training line managers

Lack of Suitable Roles

Need to redress the imbalance in roles.

Women often not given enough commercial exposure.

Confidence and Self Awareness



Confidence

Women less vocal about career opportunities

Fear of not having all the skills required for the new position

Self Awareness

Need for women to build awareness of their personal brand

Need for women to consciously create and value networking opportunities

Motivation

Women self select out of progression due to feeling of 'guilt' of not being able to strike work-life balance

Lack of interest in office politics

Women in Leadership

focus group findings

Accelerators

Networks, Mentors and Coaches

Mentoring

Cross company mentoring, accelarate progression

Women encouraging each other can enable a cultural shift

Coaching

Maternity and paternity coaching for employees as well as line managers has shifted the needle in organisations

Encouragement

A culture of encouragement and peer support, spanning gender!

Networks

Awareness of the value of networking

Sponsors and Role Models

Sponsorship

Mentors talk to you, Sponsors talk about you!

Male members of senior teams to take on 'sponsor' roles

Access to Role Models

Accepted that there are more male leaders than women but acknowledge that men can be role models for women too

Flexible Working and Work-Life Balance

Flexibility

Flexibility key to women progressing through leadership pipeline

Maximise the use of digital technologies and offering portability

Framework of Support

Organisations offering a framework of support for working parents

Promoting 'inclusive' culture and changing the narrative

Download our infographic at http://www.imi.ie/women-leadership

The 30% Club

The 30% Club aims to develop a diverse pool of talent for all businesses.

The 30% Club approach – collaborative, concerted business-led efforts – can help accelerate progress towards better gender balance at all levels of organisations.

The 30% Club Ireland officially launched in January 2015, with a goal to achieve better gender balance at all levels in leading Irish businesses. The 30% Club believes that gender balance on boards and executive leadership not only encourages better leadership and governance, but further contributes to better all-round board performance, and ultimately increased corporate performance for both companies and their shareholders.

About IMI

IMI equips leaders to build the future through pioneering executive development that translates insight into action.

IMI is an executive development provider with a unique membership ethos, delivering practically-focused programmes to the market. Thousands of senior executives attend developmental programmes at IMI annually, ranging from NFQ level 9 Masters and Professional Diploma qualifications to one and two day master classes. IMI also acts as a "business partner" for organisations that are looking to align comprehensive learning and development strategies to support the execution of business growth strategies. Common to all IMI programmes is the translation of academic best practice to real-world solutions.

Programme Duration

2 modules over 4 days

Taking the Lead - Women in Leadership will be delivered through a blend of live face-to-face sessions and virtual sessions via the IMI Virtual Learning Environment.

Our High Impact Transformation learning approach lies at the core of all IMI programmes, meaning these sessions are always interactive, engaging and experiential.

Cost

Non-Members Fee:
€4,995

Corporate members Fee:
€4,245

Includes 2 one-to-one coaching sessions.

Dates

Programme 1: Dublin

03 & 04 November 2020
09 & 10 December 2020

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FINANCIAL TIMES

Executive Education
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imi.ie | programmeadvisors@imi.ie | Freephone: 1800 22 33 88 | Follow us on: @IMI_Ireland