

# Fast tracking your female talent

## Women in leadership program

**Anneli Blundell**



# Women in Leadership Program

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## What does the program aim to achieve?

The Women in Leadership program is designed to build a strong pipeline of female talent to ultimately increase the number of women in senior leadership roles.

The program aims to:

- ✓ Strengthen the talent **pipeline** with women ready for senior leadership roles
- ✓ Provide women with the **confidence** and strategies to step forward for the senior roles
- ✓ Improve business results by leveraging the full **capability** available from a diverse work force
- ✓ **Reduce 'quota appointments'** for women who are not ready or supported to succeed
- ✓ Assist women to **embed** new behaviours that advance professional visibility and potential

## What's the impact of more women in senior leadership?

- Women bring the dosh: Companies with a larger number of senior women produce better financial performance<sup>1</sup>.
- Women enhance leadership culture: Women rate higher in overall leadership effectiveness, than their male counterparts, with the greatest gap evident at the highest executive levels<sup>2</sup>.
- Women improve engagement: 11,434 adults surveyed by Gallup showed a 6% higher engagement rate of employees who were led by a female<sup>3</sup>.
- Women lift the pack: Boards with more women are more ethical<sup>4</sup>; companies with more women on executive committees bring in more revenue<sup>5</sup>; and balancing a team of men with women lifts the collective IQ<sup>6</sup>.

Most companies don't need these statistics to know that more women in senior roles is not only the right thing to do, but makes good business sense. The question is, how do we make this happen more strategically and more quickly?

## What's going on for female talent?

Getting ahead at work is as much about being seen as a leader as it is about actually leading. Doing a great job, playing by the rules, and working hard is not enough to get ahead. Women are rarely rewarded for being humble achievers. Women can be deemed the greatest leaders in the world by the people they lead but these are not the people who are promoting them and sponsoring them. A good leadership reputation needs to be as visible from above as it is palpable from below. Without the ability to manage up, speak up and have a visible leadership brand across the organisation, women jeopardise their opportunity to play a bigger game.

## Where are all the women?

Many companies are working hard to address the gender imbalance. They are focusing on diversity and inclusion. They are introducing flexible workplace opportunities and ensuring pay transparency; but this alone

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<sup>1</sup> Schwartz, T. (2015). The New York Times. Overcoming the Confidence Gap for Women. Accessed 6<sup>th</sup> of November 2015. Retrieved from [http://www.nytimes.com/2015/06/13/business/dealbook/overcoming-the-confidence-gap-for-women.html?\\_r=3](http://www.nytimes.com/2015/06/13/business/dealbook/overcoming-the-confidence-gap-for-women.html?_r=3)

<sup>2</sup> Zenger, J., & Folkman, J. (2012, March 15). Are Women Better Leaders than Men? Retrieved August 12, 2016, from <https://hbr.org/2012/03/a-study-in-leadership-women-do/>

<sup>3</sup> The State of the American Manager: Analytics and Advice for Leaders [PDF]. (2015). Washington, D.C.: Gallup.

<sup>4</sup> Wood, R. (2012). Building a Business Case for Diversity [PDF]. Melbourne: Centre for Ethical Leadership, Melbourne Business School.

<sup>5</sup> The Business of Empowering Women [PDF]. (2010, January). Washington, D.C.: Social Sector Office, McKinsey & Company.

<sup>6</sup> Woolley, A., Malone, T. W., & Chabris, C. F. (2015, January 16). Why Some Teams Are Smarter Than Others. Retrieved August 12, 2016, from <http://www.nytimes.com/2015/01/18/opinion/sunday/why-some-teams-are-smarter-than-others.html>

is not enough.

There are many reasons that women are under-represented in the senior ranks - company culture, flexible work practices, family/career responsibilities, limited opportunity, glass ceilings, and much more. This program is not an attempt to address all of these issues; but rather this program aims to give women the confidence and tools to step forward sooner, to contribute their value more confidently, and to deliver the value that comes from visible contribution, beyond any mandated targets or quotas.

### What's wrong with our pipelines for female talent?

#### Empty pipeline

Building a pipeline of talent does not occur as a result of increasing targets, quotas or mandates alone. This action is only one side of the coin. Sometimes companies put the call out for more female candidates and they are met with silence. Women need to be encouraged and supported with the right tools and mindsets to step forward into these opportunities, more often and more proactively.

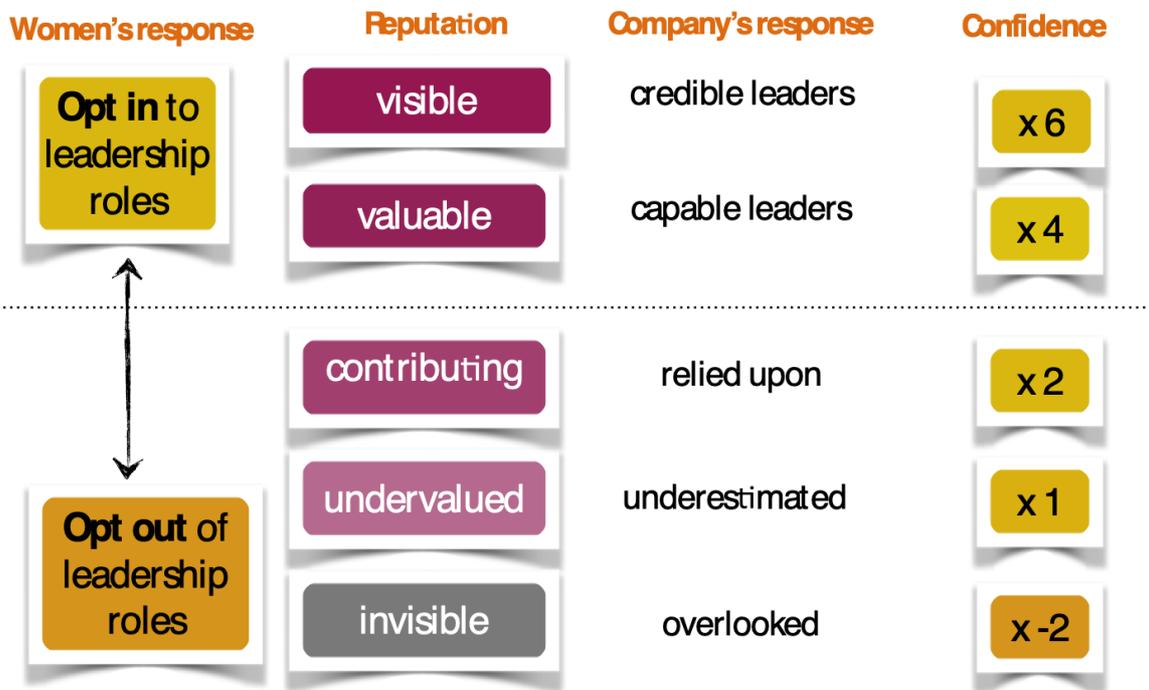
#### Leaky pipeline

Research shows that women will wait until they feel 100% qualified for a role before applying, whereas men will apply when they feel 60% ready<sup>7</sup>. There are talented women waiting 'to be ready' for their next role, without realizing they already have what it takes. As a result, they don't apply, don't get promoted and eventually they opt out of the pipeline altogether.

#### Rusty pipeline

Sometimes women feel pushed out of the system because they don't belong. They have no role model of success they can relate to in a way that inspires them to step up. They might feel like they have to 'play the game' or compromise their family situation in order to succeed and they're not prepared to do that in order to get to the top. Without any other options, the culture pushes them out of the pipeline.

## Leadership ladder for female talent



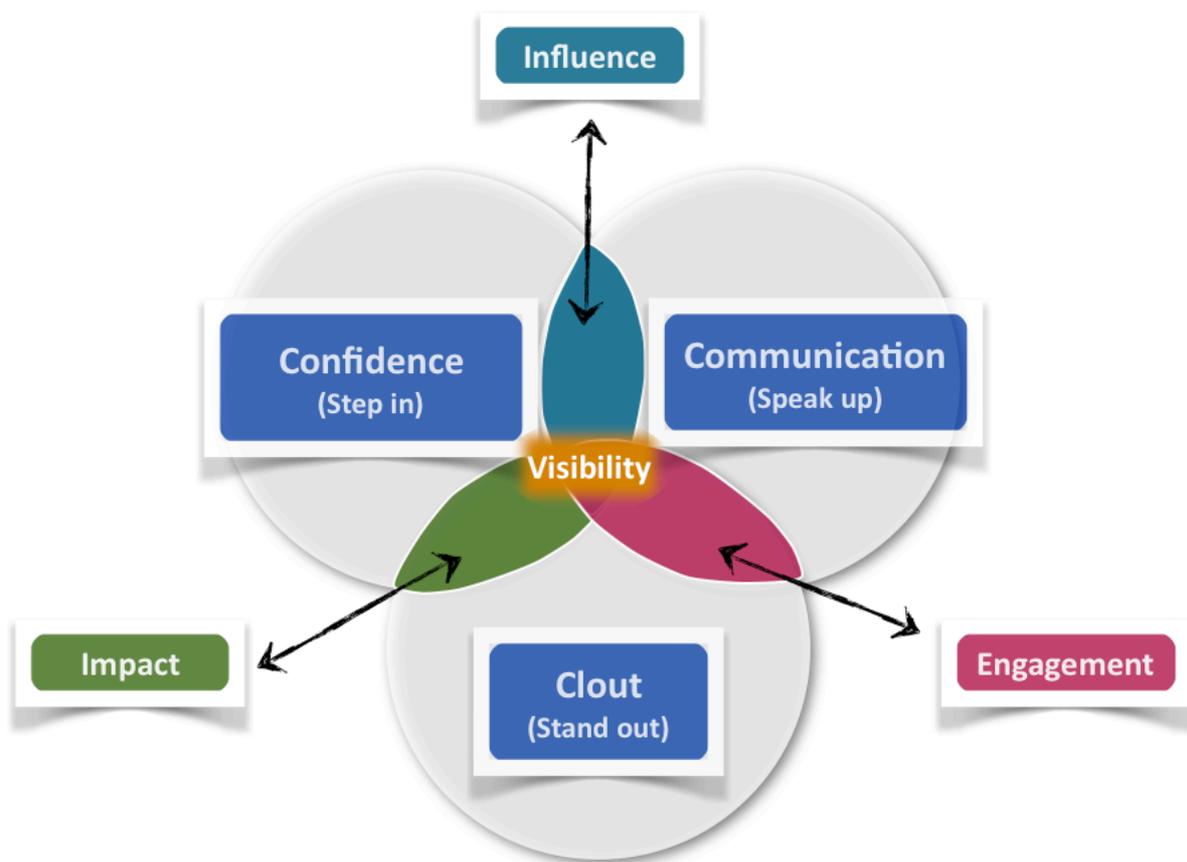
<sup>7</sup> Kay, K., & Shipman, C. (2014, May). The Confidence Gap. Retrieved August 12, 2016, from <http://www.theatlantic.com/features/archive/2014/04/the-confidence-gap/359815/>

Women need to opt in to the opportunities, and take action toward their leadership potential. When they don't they are at risk of being quiet achievers, invisible, undervalued or silent contributors. When they opt in they become valued as capable leaders and they build a reputation for credible leadership that gets results. They go beyond great leadership ability and consolidate a strong leadership.

### What does the Women in Leadership program cover?

Women need to see future leadership roles as attractive and viable options for them; AND they also need to take action to step into these roles to build their leadership brand. Leadership visibility comes from a combination of having the **confidence** to step in, the **credibility** to speak up and the **clout** to be taken seriously and stand out.

This is how women can contribute their true potential and build influence, engagement and impact as a result.



The program covers the following elements:

- ✓ Understand the impact of confidence on risk taking, self-promotion, reputation and results
- ✓ Explore personal and positional power and how that impacts confidence, visibility and results
- ✓ Learn the communication habits that kill leadership credibility
- ✓ Apply key behaviours to be heard, seen and to make an impact in meetings and presentations
- ✓ Learn how to identify and uphold boundaries through hard conversations
- ✓ Develop strategies for support through sponsorship and mentoring
- ✓ Appreciate the power of networks for career mobility

## Program options

### Option One:

One-day master class (min 8, max 24 participants)

Total: \$1,320 inc GST, per head

### Option Two:

One-day master class (min 8, max 24 participants)

Plus 3 x 1.5hr group mentoring (max 8 per group), face to face or online depending on geographic spread

Leading learners session for managers

Celebration and review session for all participants and managers

Total: \$3,500 inc GST, per head

### Option Three:

One-day master class (min 8, max 24 participants)

Plus 5 x 1.5hr group mentoring (max 8 per group), face-to-face or online depending on geographic spread

Leading learners session for managers

Celebration and review session for all participants and managers

Total: \$4,250 inc GST, per head

### Materials included

- ✓ Credible Communications webinar
- ✓ Diagnostic for credible communications
- ✓ Strengths audit
- ✓ Workbook
- ✓ Books
- ✓ Sticky Learning Guide
- ✓ Articles/newsletters/video resources

## Next steps

Contact our office to explore the impact our program can have in your business.

Anneli Blundell

0423 023 032

[ab@anneliblundell.com](mailto:ab@anneliblundell.com)

[www.anneliblundell.com](http://www.anneliblundell.com)

## Introducing Anneli Blundell



- ✓ Professional People Whisperer
- ✓ Skilled parallel parker
- ✓ Running addict

Anneli is an author, speaker and professional People Whisperer obsessed with decoding people dynamics for improved performance. Anneli has been working with leaders to improve their communication and interpersonal intelligence for almost a decade. She coaches senior women to increase their visibility, confidence and personal power for greater professional impact.

Anneli is co-author of the [book](#), **Developing Direct Reports: Taking the guesswork out of leading leaders**, a leader's practical guide for developing performance at work. She is currently working on her next book, **Decoding Resistance: The real reason people won't do what you want**.

You can connect with Anneli on LinkedIn at [https://au.linkedin.com/in/](https://au.linkedin.com/in/anneliblundell)

[anneliblundell](#).

Follow her on Twitter @AnneliBlundell or connect via [www.anneliblundell.com](http://www.anneliblundell.com).

## Qualifications

- ✓ Bachelor of Business (HR Major)
- ✓ Diploma of Life Coaching
- ✓ Certificate IV in Life Coaching (Advanced Practitioner)
- ✓ Certified iWAM Trainer and Profiling Practitioner (Inventory of Work Attitudes and Motivations)
- ✓ Certified LAB Profile Consultant and Trainer (Language and Behaviour)
- ✓ Certified Results Coach of Neuro Linguistic Programming (NLP)
- ✓ Accredited Master Coach with Australian & New Zealand Institute of Coaching (ANZIC)
- ✓ 2012 Awarded designation of Master Coach
- ✓ 2010 'Coach of the Year' Finalist, ANZI Coaching
- ✓ 2009 Secretary of the ICF Victoria
- ✓ 2009 MCEI (Marketing Awards) Judge
- ✓ 2008 MCEI Winner - Professional Achievement Category

## Testimonials

### Senior Manager

Automotive Industry

"This program was very valuable and different from other courses I've been on (some others have been a bit wishy washy). Everything we covered you could take away and apply. It's exactly what we need in our business at all levels because what prevents us stepping forward is low self-confidence.

I enjoyed the pace, the day, the set up, listening to others' stories, and comparing shared experiences. The formula of the program was not overloaded, so you go away retaining a lot info. It was also interesting to be in the room with my peers.

As it stands currently there's not enough industry support for women, so as a dedicated program for our organisation this would be really valuable going forward. There are lots of other women who would also benefit from this."

## What did other women enjoy about the masterclass?

1. Best course on leadership I've done to date!
2. Sharing and meeting other inspiring women.
3. Everything!
4. Energy. Positivity.
5. Presentation style.
6. The exercises and setting a work plan for when I leave.
7. Interesting facts and content.
8. Very engaging – very practical based.
9. All of the topics.
10. Personal sharing with others.
11. Activities applicable to where I need guidance.
12. Being around women experiencing the same things I am.
13. Examples, tips (very practical).
14. Group discussion.
15. The conversations and people.
16. Presentation style and clear tips.
17. The delivery of the workshop was extremely engaging. Both Anneli's delivery and the use of conversation and activities.
18. Interaction / Activities / Dialogue
19. All of it! Especially the stories.
20. Relevance of content.
21. Interactive group sessions
22. Learning more about myself than I ever have before.
23. Interactive format
24. Engaging, non-judgemental speaker.
25. Examples from presenter & others in room brings it alive & makes it more understandable.
26. How we related everything back to ourselves. Very practical.
27. I loved learning new facts and your anecdotes!
28. All the stories related to put some perspective / examples.
29. The whole day!
30. I was engaged in the whole workshop – "sharing ideas".
31. The stories/analogies were great. Workbook is very useful.
32. I found the facts and statistics very interesting. Loved hearing from Anneli and also the group about experiences.
33. I enjoyed the light bulb moments when I had the chance to reflect on my behaviour & my experience. Things made sense.
34. Great presenting skills and dynamic discussion.
35. Interesting topics and interaction/discussion.
36. Engagement and reference to scientific literature.
37. The practical ways to make self improvement.
38. Engaging facilitation, encouraging, friendly.
39. The practical advice/tips.
40. Hearing tips and advice on how to achieve goals. Also hearing theories and research and how they apply to reality.

**PRACTICAL**

**RELEVANT**

**ENGAGING**

**USEFUL**