WOMEN IN LEADERSHIP

THE BUSINESS CHALLENGE

Our own research, which has also been confirmed by similar research conducted elsewhere, confirms that the quality of an organisation's leadership community has a direct impact on the level of employee engagement and actual financial results. The quality of the leadership community correlates directly with the capability and competence of its leaders – and competence is built through leadership development.

Traditionally, woman leadership development programmes focused on two approaches: 1.) "add woman and stir", implying a rehash of leadership programmes aimed at men, or 2) "fix-the-woman", arguing that women have not been socialised or have the skills to compete with men. Both approaches may impart some useful leadership skills, but neither fully addresses organisational realities.

THE SOLUTION

Women leaders have to navigate between the requirements of the work place and personal roles, which at times may be neither easy nor pleasant. Furthermore, gender bias interferes with the development of an appropriate leader identity for women. We utilise a well- researched framework by utilising identity as departure point, and reveal the implications of gender.

Women who embrace a more positive gender identity will be less vulnerable to thoughts and experiences that can potentially threaten their self-regard as effective leaders. The greater regard women leaders have for their gender and leader identities, the less likely they are to suppress any of the two, the more likely they are to "blend" both, and thus the more authentic they will be in performing their professional role.

Woman in leadership is not about pointing fingers or casting blame. In the end it is about building gender partnerships, so that we can remove gender bias from our organisation and think about ourselves as a leadership community – instead of male and female leaders.

THE LEARNING OFFERING

The purpose of this programme is twofold. Firstly, we explore how women are perceived in the workplace, and the effect that these perceptions have on the leadership landscape (styles, process, competence and dynamics). Secondly, this provides a platform for enhancing the capacity of female leaders to lead themselves, other individuals, groups and organisations.

This will be done by articulating the gendered nature of organisations as well as the gendered role of leaders. You will be guided to locate yourself in the system within which you operate. Through understanding your own leadership approach and unique life circumstances, you will be in a position to enhance your leadership confidence and competence, and consequently your effectiveness as a leader.

Learning Process

In the 21st Century, content is freely available on the Internet for all to see and download. The differentiator is no longer content, but process and how this impacts on learning. Research indicates that without a structured learning process application, support, and follow-up, a high percentage of what is learned in the classroom is never put into practice back at work. The picture on the following page illustrates our blended learning process. This will be unpacked in more detail.

Preparation of the Individual

For this phase we utilise a range of self-assessments. Psychometric assessments and feedback are available on request. This phase also includes an orientation to the organisation, where we specifically address "second-generation" forms of gender bias.

Who Should Attend?

This programme is recommended for women in middle to senior leadership roles.

Mode of delivery:

Face to face OR Online

Duration: Face to Face

- Approximatively 3 months
- 6 Face to face sessions and online support

Duration: Online

- Approximately 3 months
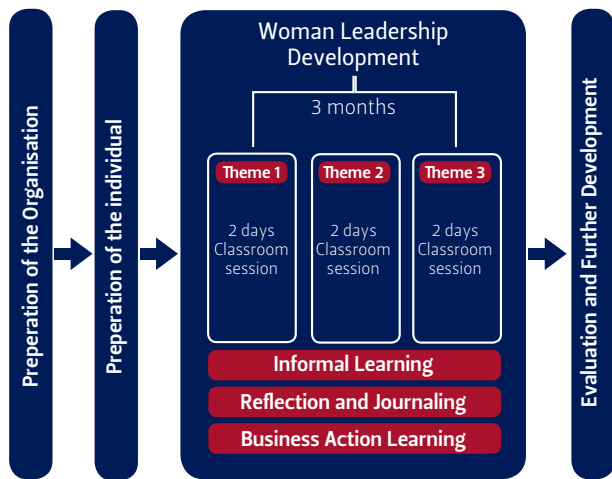- Virtual classroom sessions and online support

Accreditation:

- Short learning programmes are accredited with the UFS and recognition to predefined formal programmes is available through Recognition of Prior Learning (RPL).
- All short learning programmes can be customised and offered on an in-house basis.
- Notional Learning Hours: 70
- Academic Level: 5

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Woman Leadership Development

3 months

Theme 1	Theme 2	Theme 3
2 days Classroom session	2 days Classroom session	2 days Classroom session

Informal Learning

Reflection and Journaling

Business Action Learning

(left vertical labels) Preperation of the Organisation · Preperation of the individual · Evaluation and Further Development

LEARNING CONTENT

The programme consists of three themes and the content covered is outlined below:

Theme 1: The journey towards personal and professional mastery for women

- Using personal strength to find meaning and purpose
- Building self-awareness and resilience for better results
- Forging trust in relationships
- Engaging with others on one's own terms

Theme 2: Kick the glass ceiling

- The leadership landscape
- Gain clarity on your identity as a leader
- Unpacking "second-generation" forms of gender bias and the impact thereof on the leadership identity of women
- Align your career direction while considering your values in the context of the organisation and the new world order
- Build and leverage strategic networks inclusive of virtual networks
- Implement your personal leadership strategy

Theme 3: Mindfulness in the application of my leadership role

- Conveying meaning to others in a virtual world
- Using mindfulness as a leader, practice the art of mindfulness as a leader
- Rigorous conversations: dealing with broken trust and promises

▶ INFORMAL LEARNING

The learning process design needs to ensure the deepening and translation of learning into day-to-day leadership action. In order to facilitate this, we also utilise a number of techniques to re-enforce the learning, namely reflection and journaling, business action learning, team coaching and our virtual platform.

BUSINESS ACTION LEARNING

You are required to present the results of your action-learning project to the assessment panel after completion of this project. As part of the programme participants are to work in groups (company specific when possible) to solve a real-life business dilemma in their workplace, applying the skills developed.

TEAM COACHING

You are encouraged to bring dilemmas drawn from your own work experience; leading women in industry are utilised as coaches to unpack these dilemmas and to create solutions where possible.

VIRTUAL LEARNING

Our virtual platform will allow you to effectively develop your leadership and interpersonal competencies. Moreover, by setting up your own personal portal, you will be able to track your growth, access industry-leading toolkits and grow the key areas of your role, ensuring your overall success both personally and within the workplace.

This will include unlimited access to:

- Online learning content
- E-Journal
- Online community and coaching
- Articles
- Self-assessment based on defined leadership competencies
- Personal development plan
- Tracking of progress.

DURATION

This programme is usually presented over a period of 3 months. The investment into to programmes includes the following:

- Access to the virtual platform for a period of 3 months
- Electronic copies of all learning material
- Journal
- Facilitation and team coaching