

UNLOCK THE POTENTIAL OF WOMEN LEADERS

ACCELERATING THE ADVANCEMENT OF WOMEN
THROUGH LEADERSHIP DEVELOPMENT WITH
THE GOAL TO ENHANCE THE IMPACT &
READINESS OF FUTURE WOMEN EXECUTIVES.

CUSTOM 3 - 5 DAY INTENSIVE WORKSHOP



**BUILD
CONFIDENCE**



**FUEL
INNOVATION**



**PROMOTE
EXCELLENCE**



**EXPAND
INFLUENCE**

YOUR BENEFITS

Our experienced team of professional coaches will provide the developmental learning needed to excel at the executive level, in a confidential setting.

We create an immersive experience and provide in depth knowledge - lectures, simulations, real-time problem solving, group activities and individualized coaching - in 3-5 dynamic days.

Designed to equip women leaders with a proven track record to enhance their leadership impact and expand influence in their organizations.

RESERVE TODAY!

OUR SOLUTIONS

- Develop competencies in managing organizational complexities, strategic thinking & conflict resolution.
- Exert greater influence & establish credibility.
- Prepare for future growth, profitability, and financial analysis.
- Build a personal and professional network you can leverage throughout your career.
- Create a unique and customized personal leadership strategy and plan for each attendee.



Gender Executive Leadership

ACCELERATING READINESS OF TALENTED AND DESERVING WOMEN MANAGERS AND OFFICERS

Directory

Gender Acceleration:

- ✓ **Overview**
- ✓ **The Need**
- ✓ **Why are talented and deserving women managers not developed preferentially?**
- ✓ **What We Do: The Solution**
- ✓ **Enabling Environment**
- ✓ **Delivery of the Program**
- ✓ **Each Participating Woman Matters**
- ✓ **Outcomes from and value of the Program**
- ✓ **Underlying issues – placing the need and approach in context**
- ✓ **Support from Existing Leadership**
- ✓ **Detailed Program Outline**

OVERVIEW

Women are significantly underrepresented in senior executive corporate organizational roles, and likewise in service, community and governmental organizations. Positive exceptions such as board members and rare instances of women as CEOs and Presidents are not reinforced by “ready now” or “ready soon” women in levels 2, 3 and 4. The overwhelming evidence is routinely found in succession plans which are systematically male dominated.

There are a number of challenges regarding women in the workplace, particularly in STEM-based industries, but one is challenge is NOT having a broad spectrum of talented, contributory and deserving women management roles. In almost all organizations, women are in positions ranging from (a) project and program leaders to (b) functional and office heads to (c) having service line, marketing and business leadership accountabilities. Indeed, many organizations are highly dependent on the impact of women in such positions as managers, internal directors and – in some cases – as officers.

Conceptually, leadership excellence emanates from learning. Women are deserving of top-flight learning opportunities, especially when they can be brought to them. As witnessed in the Chinese proverb, “learning is like lighting a fire,” the same point applies to providing a program specifically designed to enhance executive leadership success.



LVNV Group has exactly the program responsive to these challenges by accelerating their preparation for executive officer roles First implemented in 2017, the program is now routinely conducted for deserving and talented women managers.

Depending on whether the group size is 8, 12 or 18, the program lasts three, four or five days and is fully characterized by additional content. The fee is just \$795 USD per participant. With a three-month pre-arrangement requirement, contact LVNV Group for scheduling of your organization.



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THE NEED

Organizations lament publicly and privately the limited number of top female executives. Apart from words, they take various steps to revise cultures, to be more flexible as to hours and in-office time demands, to recruit more creatively, to install inclusion programming, in adjusting benefit programs to be more supportive, in sponsoring women's networks, arranging unconscious bias training, encouraging mentoring processes and altering talent management approaches to influence further women to join and to have a more enabling environment. Such steps – and others – are laudable; they constitute a necessary condition for change, but they are not sufficient.

In particular, the rub is that research across technically-based industries shows that, SUCH PROGRAMMING HAS THE EFFECT OF IGNORING THE MOST VALUABLE RESOURCES OF ALL. SPECIFICALLY, MOST STRATEGIES FAIL TO INCLUDE SPECIFIC PROGRAMS TO DEVELOP AND ENHANCE THE LEADERSHIP EFFECTIVENESS OF THE WOMEN OCCUPYING LEVEL 2, 3 AND 4 ROLES, THE MOST TREASURED RESOURCE – THE WOMEN CONTRIBUTING SUBSTANTIALLY.

LVNV Group offers an express step to deal with this challenge, to engage the most talented and deserving women who choose to participate and to elevate leadership excellence. Our program has been implemented since 2017 in numerous organizations in the US, Canada, Asia, Europe and Australia having widely different purposes, sizes, cultures, geographies and business models. It is available to you.



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WHY ARE TALENTED AND DESERVING WOMEN MANAGERS NOT DEVELOPED PREFERENTIALLY?

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There are various contributing factors underlying the lack of express programs to develop women for top executive roles:

- *As with anything/anyone functioning well, such women leaders are taken for granted in part because they function very well in present management roles*
- *The other challenges, each with a broader constituency of women get attention*
- *Those in charge have evident leadership skills and some have sincere intent, but generally are not natural coaches knowing inherently how to develop and enhance leadership skills, particularly of women*
- *Indeed, for many men in levels 2 and 3, doing so would represent a competitive challenge and threaten the fabric of executive leadership preference to men*

It is long-since time to HAVE EXPRESS PROGRAMS TO ADVANCE THE TALENTED WOMEN IN MANAGEMENT ROLES WITHIN ORGNIZATIONS. Priority has to be focused on advancing the rather impressive number of women in level 3 and 4 management roles to be executives soon, if not tomorrow. All it takes to do so is the same thing that is required of graduate education – gatherings organized in a manner in which high-impact learning is conducted.

Our initiatives over the past three years; it is time to leverage the activity for others – for your organization.



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WHAT WE DO: THE SOLUTION

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Leadership is learned; leadership excellence is learned in small settings. Women learn best from one another in what they recognize to be a “supportive environment.” Program elements advancing the executive leadership readiness of talented and deserving women include::

- Organizations ask for participation of between 8 and 18 women, all participating voluntarily
- If 8 women participate, three days are utilized; if 12 to 14 women participate, four days are involved; if 16 to 18 women participate, a full week is required
- The reason is for the elapsed time taken is the uniqueness of the content: the program consists of 8 hours of “combined” time when all participants are together (forming a “cohort”), 6 hours of sub-group time is involved (constituting “teams”) and one hour each applies solo for every attendee
- Note the math regarding individual sessions: 12 attendees, for example = 12 hours, thus the difference in time taken.

The agenda on each of the developmental days will mix cohort time together with team time in order to infuse program content, to consider responses from evening readings and – significantly – to engender confidence in and exchanges with one another. All team sessions in turn will request exchange of and by participants so as to broaden awareness of and perspectives from one another. Executive leadership excellence mandates greater appreciation of risk factors and having a heightened “lightening rod” regarding contextual signals, but it also requires higher confidence levels than held by many women managers.

By having experiences in team-type environments, the participating women leaders receive ideal small setting support. These, in turn, are the fuel for one-on-one exchanges which occur once most of the program topics have been reviewed



Apart from the collective learning, every woman receives a pathway forward plan. The fee is just \$795 USD per participant. With a three-month pre-arrangement requirement, contact LVNV Group for scheduling of your organization.

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ENABLING ENVIRONMENT

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An enabling environment is significant, indeed critical, to reinforce the supportive learning environment by these enabling elements: (a) every one of the women participate voluntarily; (b) a prerequisite is the signing of an "NDA" (non-disclosure agreement, or equivalent) which assures participants that they are able to say anything critical or potentially confidential regarding the business, management, processes or other matters without fear of disclosure; (c) confidence is enhanced and trust is earned as everyone is assured that there is no feedback regarding the participating women to organizational leadership; (d) no men are welcome and (e) higher level executive women (board members, CEOs, executive officers) are absolutely most welcome to participate provided that they do so fully – throughout.

The 14 hours of programmatic time (as noted, 8 + 6 above) are conducted as if a hyper-mini EMBA program, tailored to each organization and to each group of women. Seven topics are always addressed, with emphasis differentiated to the needs and interests of the women involved;

- ✓ Why leadership excellence matters
- ✓ Foundation for heterogeneity in leadership
- ✓ Strategy, marketing and organizational configurations
 - ✓ Growth, profitability and financial analysis
- ✓ Interpreting factors considering different backgrounds and experiences
 - ✓ Culture matters – a lot
- ✓ Pathways forward – group and individual

Apart from the collective learning, every woman receives pathway forward plan which includes recommendations personal, organizational and societal, as warranted. The thesis of executive leadership excellence is that women are equally as capable as men in fulfilling such roles

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DELIVERY OF THE PROGRAM

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The commonly-recognized success factors needed to achieve gender leadership advancement are: (a) coaching and dispassionate feedback on style, impact, presentation skills; (b) extension of relationships and acceleration of awareness of global issues, cultures and solutions; (c) active mentoring, responsive to interests raised by those involved and (d) business processes and developmental assignment. Core elements in our program are:

- *Group and team sessions are scheduled to take much, but not all, of the designated days*
- *Example time flexibility has included prearranged options of attending a two-hour group session at 7:15 am, 11:15 am or at 4:15 pm, with preference for different “slots” each day in order to maximize rapport with other women and to limit adverse impact on billability for women engaged in project and marketing assignments*
- *Developmental in-person interactions are scheduled and conducted so as to maximize receptivity and to minimize disruption*
- *The one-hour individual in-depth sessions are scheduled daily with consideration of each attendee’s availability tailored for, and in response to, the woman’s needs.*

The prerequisites are straightforward. All participate voluntarily. Everyone is expected to do a little thinking and homework each evening, designed for 30 to 45 minutes, together with answering a few profile questions and reading a Harvard Business School case study common to MBA and EMBA programs.

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EACH PARTICIPATING WOMAN MATTERS

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Direct personal benefit to every participating woman is insured through a customized one-hour session. Interaction recognizes that everyone's experiences, skills, interests, challenges and concerns differs. The key question explored, common to most participants is: how do you assess your progression in the last several years balanced with one's expectations for next year and coming five years? Factors:

- *Things in your life that you manage which are not (yet) considered here?*
- *Your view of your development needs?*
- *How your discussion and "presentation" skills come across - first impressions?*
- *What actions you have taken in last year – skill enhancement, IT development, new relationships, courses taken – internal and external, readings, mentoring?*
- *How well or how little supported are you, by the organization, by your management, by the human resources function?*

From this discussion, a semblance of action steps and pathways forward can be framed, including recommendations related to communications, alliances, reading, mentoring, coaching and other measures. No one concludes a session empty-handed.



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OUTCOMES FROM AND VALUE OF THE PROGRAM

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The program has been successful from three perspectives.

First, there has been enhanced understanding of executive leadership excellence concepts by the women participants as documented by their evaluations, the feedback provided to their executive leaders, the number of mentoring and coaching requests that they have made and their overall positive respect for an appreciation of the organization in having the program. Collectively, THE PROGRAMS ARE MORALE BUILDERS AND ARE EXPRESS EVIDENCE THAT THE ORGANIZATION'S LEADERSHIP IS INVESTING IN THE TALENTED AND DESERVING WOMEN THERE TODAY.

At a second level, the program has had unquestioned positive impact because of the growth seeded by the participants. Eighty percent (80%) of the organizations served to date have either arranged and held additional programs for more women managers or held supplemental programs for the women who participated in the initial session. Also, we have been requested to provide programs for boards, for top executive teams and for men at half (50%) of the organizations involved have offices, both US and global which are efficiently served in relatively small groupings of women leaders.

The third value gained is that, through the women involved, broadening the creativity and fueling innovation which heterogeneity of thought provides is evident. Organizational excellence mandates not just meeting but exceeding global standards. Future participation will contribute other cultures, other types of thinking (and literature) and – generally – other contextual frames of reference.

In the end, the best people stay and serve in top leadership posts of organizations because they view a close alignment between their goals, interests and passions with those of the organization. This circumstance is bettered when women have direct evidence of investments made in their leadership growth and success.

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UNDERLYING ISSUES – PLACING THE NEED AND APPROACH IN CONTEXT

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Globally, even a casual observation results in the understanding that there are wide variations among levels of respect for women, indeed the degrees of freedom accorded women. Of course, women range widely in occupying top leadership roles, from very highly-supported (such as countries in northern Europe) to extremely little regard. Unfortunately, an uneven pattern exists across US industries, service organizations and governmental units, including in professional services industries.

With limited exceptions, businesses in the STEM-based industries have a decidedly poor record of developing and advancing women into pre-executive and executive roles spanning decades. The record is far behind many client industry and governmental client firms served by its businesses. Yet the opportunity to improve is evident, as women have become significant leadership contributors in almost all such businesses. Similarly, in every field – business, entertainment, sports, academic, government, etc. – the most effective and impacting organizations are those offering continuous creativity and innovation, responsive not to merely how things are, but what society's future will offer. Where innovation and creativity are high, growth, profits, morale and energy follow – and are engendered by diversity of thought, perspective and – of course – gender supporting the development of intellectual property in the form of patents, trademarks, copyrights, proprietary models, unique applications, etc.

The point: the absence of women in functional, marketing, technical and business top leadership roles, coupled with the lack of heterogeneity in group, office, function, department, operations and corporate roles has the double-whammy adverse effect on organizational culture. The impact is the shortchanging of leadership and constraints on creativity, to the detriment of organizations and their clients.

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SUPPORT FROM EXISTING LEADERSHIP

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Excellence in organizational outcomes results from behaviors responsive to leadership. Revenue growth, cost restraint, enhanced profitability, greater backlog, expanded technology and other desired organizational outcomes are function of leadership excellence, in turn a derivative of board policy guidance and management conversion of goals into realities.

Perspectives which are broadly-oriented are most highly supported; in occupying most top executive roles, men have succeeded in many dimensions, but generally not in gender leadership support.

Men who have the power and accountability to prepare, coach, provide feedback, mentor and elevate talented and deserving women do not do so adequately. While the words are always the same, "we are committed," and the intent may be sincere, the record demonstrates that the actions are lacking. Indeed, most men do not have the innate patience or interest to guide/coach, and they are understandably busy serving the leadership roles they have. Just as is the case of other challenges, top organizational leaders need the infusion represented by this gender executive leadership acceleration program.

In the end, leadership excellence is learned; learning is fueled by programs designed to inspire it. Our programs are tailored exactly to match the needs of talented and deserving women managers who seek executive roles.



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DETAILED OUTLINE OF THE PROGRAM

Why leadership excellence matters

Life is too short to accept mediocracy; even worse, being undervalued/underappreciated

Upper tier organizations have sustainable or relative competitive advantages....here?

Leadership = accountability

Foundation for heterogeneity in leadership

Every study documents growth and profits come from greater gender leadership

References and sources – multi industry

The industry – and its clients – need more from women nearing the top

Strategy, marketing and organizational configurations

Scenarios, assumptions, words versus numbers

Understanding your industry

Key vocabulary you need to understand....margin, quadrant, leverage, synergy, etc.

Growth, profitability and financial analysis

How and why understanding financial statements matters

Key metrics which are difference makers; concepts of synergy, accretion, asymmetry, etc.

Case, abstract or short writing to read for discussion next day

Interpreting factors considering different backgrounds and experiences

Power and import of organizational culture

Intellectual property, creativity and innovation....the outcomes of targeted teamwork

Appreciating why men resist, both passively and actively

Culture matters – a lot

How global you need to be; context is critical

Working together means much more when each participant brings differences

Measurements of success – financial, shareholder, employee, client

Pathways forward – group and individual

Coaching and mentoring (by and from, external and internal)

What do you read and why; what you need to read/skim

Questions to ask....relationships to extend

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