Korn Ferry Advancing Women in Leadership

Accelerating powerful growth.
Are you underutilizing a large part of your workforce?

Businesses today face unprecedented legislative and regulatory pressure to increase female representation in senior leadership roles. Driven by global and economic trends, it’s now a serious organizational imperative.

With the scarcity of leadership and professional talent in the marketplace, women are an underutilized source of educated, high-value talent. In addition, the dominant groups in mature markets are aging, and impending labor shortages will heighten the need for broader sources of talent.

The problem is, there’s currently a lack of common understanding over what it takes for organizations to maximize the potential of female leaders and talent.

**Recognize the barriers to optimize performance.**

Organizations can maximize their results by recognizing the invisible headwinds that are impeding women. These are not related to skills, but rather due to normative expectations and preferences that are based on a masculine style. Businesses can identify and remove these headwinds in order to accelerate individual, team, organizational performance, and innovation.

To most effectively drive business results, organizations need to work with their female talent and the organizational system together. When companies have both gender diversity and leaders with the skills to understand, manage, and leverage differences, increases in engagement, performance, and innovation inevitably follow.

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**At a glance:**

- **Korn Ferry Advancing Women in Leadership** is based on more than 40 years of research and experience in the field of developing leaders, and advancing women.

- This program provides a unique experience, grounded in the principle of Shared Responsibility—a holistic approach which enables women, their managers and the organization to “lean in” together to achieve greater individual, team, and organizational results. Over six months, participants’ integrated development journey will include a residential program, multiple levels of coaching, self-assessment, experiential learning, and extensive networking.

- A half-day in-residence session for managers strengthens their ability to reduce and remove the key barriers women face, and address potential biases that exist within the organization.

- Senior executives and program sponsors are given the opportunity to participate in an intensive experience that reinforces their role in the Shared Responsibility approach to advancing women.
Access and empower high-value talent.

The world of work, industries, and organizations are changing. They’re becoming more complex, matrixed, and service-oriented, indicating an increasing demand for skills typically attributed to women—such as adaptation, collaboration, relationship-building, and customer focus.

And then there’s innovation. Multiple studies indicate that creative problem-solving and innovation require both diversity and skills to manage and leverage differences. Gender is often a great source of difference and can contribute to a variation in approach and style.

In addition, internal and external stakeholders increasingly care about inclusiveness. This is indicated by increased representation of women at all levels of organizations, and matters from consumer and talent attraction, attrition, and retention perspectives.

The agility skills required to understand, manage, and leverage the valuable differences women bring are also critical for managing other types of talent, such as different generations and emerging market talent.
Korn Ferry Advancing Women in Leadership.

Based on 40 years of work with thousands of leaders, we’ve created the Advancing Women in Leadership program, an integrated journey for each participant and her manager. This six-month program is designed for high-performing female professionals preparing for more senior roles. It provides the opportunity to develop additional confidence and skills to excel at higher levels of leadership with a wider range of stakeholders. Delivered by our hand-picked experts, this program is tailored to each participants’ specific leadership needs.

A Shared Responsibility approach.

Leveraging partnership as a central component of the program, the development journey includes involvement from the female participants, their managers, and HR leaders. Its framework allows participants to master requisite leadership competencies through learning, feedback, and action-oriented personal planning.

The program is grounded in the principle of Shared Responsibility, a holistic approach which enables women, their managers, and the organization to “lean in” together to achieve greater individual, team, and organizational results.

The role of manager is vital.

To maximize the results of the experience, the program provides tools, strategies, and a clear coaching process for the manager of each participant. This targeted approach reflects the specific support and development needed for today’s female leaders during the program, and well beyond. The manager serves as an on-the-job partner to each participant to elevate the participant’s growth and contribution, and to achieve more sustainable results.

The program will impact your organization by:

- Driving a strategic change process that involves men and women, their managers, and the organization to achieve greater business results.
- Enabling women to leverage their skills and areas of expertise, as well as overcome obstacles to their own development and advancement.
- Facilitating and leveraging the pivotal relationship between the individual and her manager—while identifying and building strategic networks and other relationships for ongoing career growth.
Key elements of the program.

The six-month program includes self and multi-rater assessment, residential components, multiple levels of coaching, experiential learning, and on-going development, as well as ample networking opportunities—all designed to encourage women to actively drive their development and careers.

Core aspects of the program include:

- **Strategic business context:** Key executive sponsors will open the session to set the context for a learning culture, and articulate their commitment to the program and the participants’ on-going growth and development.

- **Self-awareness:** Opportunities are provided to support insight, reflection, and assessment, leading to heightened self-awareness. This is critical to evolving as a leader and expanding capacity and impact.

- **Non-negotiable requirements of leadership:** The Three Confidences (technical, influential, and relational), are developed to increase value and contribution, and clarity of leadership vision.

- **Navigating the organization:** Participants identify barriers to advancement and development, and strategize how to overcome these headwinds that impede mobility, mastery, and momentum.

- **Power, perception, and presence:** Participants are challenged to create their own leadership brand statement and explore the concepts of power, perception, and presence.

- **Communication and negotiation:** Presentation and communication skills are explored with the goal of increasing credibility and executive presence. Additionally, nine negotiation strategies are explored and practiced as they apply to different influencing situations.

- **Relationship building:** Participants will receive opportunities to interact with mentors, hear honest stories of female leaders in their organization, and share candid dialogue about leadership challenges. Networking skills are developed, so that participants can become more strategic in seeking out and building a robust network that supports ongoing success.

- **Individual action planning:** Action planning is designed to assist leaders in creating a strategic career plan for the future. To provide support after the program, accountability partners are assigned to work with one another for a minimum of three months, to provide feedback, encouragement, and approaches to problem solving.
The Korn Ferry advantage.

- **Contextual and immersive development**: Context-based, applied, and experiential learning create engaging, highly collaborative, and business relevant development journeys that drive sustainable outcomes and measurable ROI.

- **Whole-person approach**: Korn Ferry’s Four Dimensions of Leadership and Talent—skills, experiences, traits, and drivers—provide a complete picture of the individual qualities that drive performance, engagement, and leadership effectiveness. This framework builds leaders from the inside-out and the outside-in.

- **Best-in-class consultants, advisors, coaches, and faculty**: Top leadership development thinkers, engaging facilitators, and seasoned coaches with cross-industry expertise add rigor to development experiences, and heighten self-awareness and leadership impact for participants.

- **Global presence**: Our global experience and understanding of industries, markets, and cultures elevates the relevance of development programs and services for leaders, teams, and organizations.

- **Data-driven insight**: We take a big data approach to leadership development—drawing on nearly 50 years of analytics and over 2.5 million professional assessments—recognizing what separates success from derailment for leaders in any role, function, industry, region, or organizational culture.

- **Shared responsibility**: This approach involves and aligns internal stakeholders, managers, and mentors as proactive supporters and coaches in the development of program participants to help them successfully identify and tackle potential obstacles to their fullest performance and potential.

- **Inclusive leadership**: We facilitate strategic and operational shifts in leadership and talent management processes to create cultures of development that unleash the potential of the workforce. Our programs address issues such as unconscious bias and conscious inclusion in both talent identification and development.

- **Service learning**: Imbedding service learning into development fosters a sustainable, purpose-driven, and socially conscious mindset across the workforce, increasing engagement, and elevating organizational performance and impact.

- **Measurable results**: We drive for results aligned to each organization’s business strategy through our award-winning programs for the C-suite, senior executives, high potentials, and first-level leaders.
What to expect.

Korn Ferry Advancing Women in Leadership is a 12-month journey consisting of three phases.

### Preparation for in-residence.

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<tr>
<td>• Pre-session web-based kick-off (1 hour).</td>
<td>• Pre-session web-based briefing (1 hour).</td>
<td>• Pre-session briefing on program objectives, key concepts, and the critical role of executive sponsors to lead change and drive shared responsibility.</td>
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<td>• Pre-session assessment and individual feedback.</td>
<td>• Korn Ferry Four Dimensions of Leadership and Talent.</td>
<td>• Options: Needs analysis, strategic planning, and road map development for increasing women at senior levels.</td>
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<td>• Korn Ferry Assessment of Leadership Potential.</td>
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### In-residence.

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<tr>
<th>Three-day in-residence session for women.</th>
<th>Half-day in-residence session (concurrent with the program participant).</th>
<th>Half-day or full-day intensive experience for senior executives available (optional).</th>
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<tr>
<td>• Participants work on practical strategies to build and sustain (technical, political, and social) confidence, increase personal effectiveness (by improving professional presence, power, and credibility), navigate corporate culture, and shape their leadership in the most valuable ways to them and their organization.</td>
<td>• Explore frameworks, tools, and strategies that aid managers to drive shared responsibility, remove the key barriers women face, and address potential conscious and unconscious biases.</td>
<td>• 2-4 hour in person session to recognize unique barriers women face, how unconscious bias can affect their organizations, and best-in-class actions leaders can take to drive shared responsibility for change.</td>
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### Networking event with participants, managers, and organization leaders during session.

### Post-in-residence integration coaching.

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<th>Post session pairs coaching for participant and manager.</th>
<th>Post session networking event with participants, managers, and organization leaders.</th>
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<tr>
<td>• Cohort coaching (with fellow participants/accountability partners).</td>
<td>• Cohort coaching with other managers.*</td>
<td>• Individual sponsor or team coaching/facilitation* to continue progress as individuals, a function and/or an organization in growing and optimizing the success of women in leadership.</td>
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<td>• Individual coaching.</td>
<td>• Individual coaching.*</td>
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*Optional
About Korn Ferry

Korn Ferry is the preeminent authority on leadership and talent. For nearly half a century, clients have trusted us to recruit world-class leaders. Today, we are their partner in designing organizational strategy and developing their people to achieve unimaginable success.

For more information, visit www.kornferry.com