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HOW WOMEN RISE: BREAKING THE HABITS THAT ARE HOLDING YOU BACK
with Sally Helgesen
$395 (US) per person

VIRTUAL SESSION (3-HOUR)

# HOW WOMEN RISE: BREAKING THE HABITS THAT ARE HOLDING YOU BACK

In this interactive workshop program, aimed specifically at senior and high potential women, Sally draws on her collaborative work with #1 ranked executive coach Marshall Goldsmith to help participants address habits and behaviors that can hold them back from moving to higher levels. Most of these behaviors are rooted in strengths that may have served women well early in their careers but can undermine them as they assume more responsibility and scope. Addressing these habits at the senior or high potential level is vital. This program is designed to help participants:

- Identify how specific habits may hinder them as they move forward in their careers
- Initiate simple behavioral tweaks that can smooth their path
- Practice these tweaks in real time with peer coaching support
- Identify and enlist allies who can hold them accountable for maximizing their leadership potential
- Become a more powerful resource for other women seeking to rise

# SALLY HELGESEN

Sally Helgesen, cited in Forbes as the world's premier expert on women's leadership, is an internationally best-selling author, speaker and leadership coach. She has been inducted into the Thinkers 50 Hall of Fame, which honors those whose ideas have shaped the field of leadership worldwide. She is also ranked number 3 among the world's thought leaders by Global Gurus. Sally's latest book, Rising Together: How We Can Bridge Divides and Create a More Inclusive Workplace, offers practical ways to build more inclusive relationships, teams, and workplaces. It soared to Amazon's number one top-seller in its field in the first week of publication. Rising Together builds on Sally's remarkable success with How Women Rise, co-authored with legendary executive coach Marshall Goldsmith, which examines the behaviors most likely to get in the way of successful women as they move forward in their careers.

Other books include The Female Advantage: Women's Ways of Leadership, hailed as the classic in its field and continuously in print since 1990, and The Web of Inclusion: A New Architecture for Building Great Organizations, cited in The Wall Street Journal as one of the best books on leadership of all time and credited with bringing the language of inclusion into business. For over 30 years, Sally has delivered workshops and keynotes for companies, partnership firms and associations, working in 37 countries around the world.

# TOPICS COVERED

## CLARIFY YOUR INTENTION

THE FOCUS IS ON SPECIFIC BEHAVIORS AND HABITS THAT RESULT WHEN WOMEN ARE INSUFFICIENTLY INTENTIONAL ABOUT WHAT THEY INTEND TO CONTRIBUTE: RELUCTANCE TO CLAIM YOUR ACHIEVEMENTS, EXPECTING OTHERS TO SPONTANEOUSLY NOTICE AND VALUE YOUR CONTRIBUTIONS AND PUTTING YOUR JOB BEFORE YOUR CAREER. A LACK OF CLARITY ABOUT THEIR INTENTIONS CAN HOLD WOMEN BACK FROM SPEAKING ABOUT THEIR ACHIEVEMENTS AND THEIR GOALS IN A WAY THAT POSITIONS THEM FOR FUTURE GROWTH AND RESPONSIBILITY.

AFTER SHARING REAL-LIFE EXAMPLES OF THESE SELF-LIMITING HABITS IN ACTION, SALLY LEADS PARTICIPANTS IN CREATING SUCCINCT INTENTION STATEMENTS THAT HELP CLARIFY WHAT THEY WANT THEIR CHIEF CONTRIBUTION TO BE AT WORK. PARTICIPANTS THEN WORK IN PEER PAIRS TO REFINE THESE STATEMENTS, MAKING THEM MORE CONCISE, SPECIFIC AND ROOTED IN REAL LANGUAGE. SALLY THEN COACHES SEVERAL VOLUNTEERS IN FRONT OF THE GROUP (FISHBOWL STYLE) IN ORDER TO FURTHER STRENGTHEN THESE STATEMENTS. THE GOAL IS FOR PARTICIPANTS TO DEVELOP A BLUEPRINT THEY CAN USE IN ORDER TO TAKE TARGETED ACTION AND GET COMFORTABLE SHARING THEIR INTENTIONS.

## DON'T DO IT ALONE

BEHAVIORS AND HABITS SUCH AS OVERVALUING EXPERTISE, BUILDING RATHER THAN LEVERAGING RELATIONSHIPS AND FAILING TO ENLIST ALLIES FROM DAY ONE, THAT RESULT FROM WOMEN TRYING TO MASTER EVERY DETAIL OF THEIR JOBS BEFORE THEY START BUILDING NETWORKS-- OR SIMPLY BUILDING NETWORKS WHOSE STRATEGIC VALUE. THESE COMMON BUT LIMITING PRACTICES CAN RESULT IN WOMEN UNDERINVESTING IN THE VISIBILITY AND SUPPORT REQUIRED TO BUILD A ROBUST AND SATISFYING CAREER AND ACHIEVE THEIR FULL POTENTIAL.

SALLY SHOWS WHY TRYING TO DO IT ALONE CAN HOLD WOMEN BACK. SHE ALSO DEMONSTRATES THE MOST AND LEAST EFFECTIVE WAYS TO ENGAGE ALLIES. PARTICIPANTS WORK IN PEER PAIRS TO IDENTIFY INDIVIDUALS IN THEIR ORGANIZATION, SECTOR OR COMMUNITY WHO THEY BELIEVE COULD HELP THEM ACHIEVE THE INTENTIONS THEY ARTICULATE IN THEIR INTENTION STATEMENTS. PARTICIPANTS ALSO ALSO FRAME SPECIFIC WAYS TO COMFORTABLY ASK FOR SUPPORT AND SET POTENTIAL TIMELINES FOR DOING SO.

## UNDERMINING THE ABILITY TO LEAD

KILLER HABITS MOST LIKELY TO PROVE TOXIC FOR WOMEN AT SENIOR LEVELS: THE PERFECTION TRAP AND THE DISEASE TO PLEASE.

SALLY SHOWS HOW THESE DERAILERS BECOME MORE PROBLEMATIC FOR WOMEN AS THEY MOVE HIGHER IN THEIR CAREERS AND EXAMINES THEIR COSTS: DIFFICULTY DELEGATING AND SETTING BOUNDARIES; MICRO-MANAGING; TAKING UP SLACK FOR OTHERS; CREATING STRESS AND CHRONIC RISK AVERSION. PARTICIPANTS THEN ENGAGE IN A TABLE CHALLENGE TO IDENTIFY PRACTICES WHICH THEIR UNITS, TEAMS OR ORGANIZATIONS MIGHT ADOPT IN ORDER TO MITIGATE AGAINST A CULTURE THAT REWARDS PERFECTION AND PLEASING IN WOMEN.

## BUILDING LEADERSHIP PRESENCE

THE FOCUS IS ON THE COMMUNICATION HABITS MOST LIKELY TO UNDERMINE A WOMAN'S ABILITY TO PROJECT A STRONG YET ENGAGING LEADERSHIP PRESENCE: MINIMIZING, TOO MUCH, LETTING YOUR RADAR DISTRACT YOU AND RUMINATING).

AFTER EXAMINING HOW EACH OF THESE MANIFEST, SALLY WORKS WITH PARTICIPANTS TO IDENTIFY HOW TO BE MORE CONCISE, DIRECT AND CLEAR IN A VARIETY OF COMMON SITUATIONS WHILE ALSO KEEPING THE CHANNELS FOR EMPATHIC NOTICE OPEN. SALLY ALSO DEMONSTRATES THE CONNECTION BETWEEN LEADERSHIP PRESENCE AND THE ABILITY TO BE PRESENT AND OFFERS PRACTICES THAT SUPPORT CULTIVATING AWARENESS.

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