

## COACHING FEMALE EXECUTIVES

According to a study comparing different European countries<sup>1</sup>, Germany has the fewest number of women in leadership positions. Though women earn about 40% of the academic degrees, not a single woman is on the managing board of a DAX company. Update: in 2004, the first woman was appointed to the board of Schering AG.

Our **coaching for female executives** directly supports women in or on their way to leadership positions in industry or public services.

### Our goals

The goals of our coaching programme for female executives are:

To work with you to recognise, clarify and reach your professional targets, specifically as woman.

Your qualities as an executive are measured by your ability to motivate, inspire and lead yourself and others to improved performance. As a woman, you are under constant, additional pressure to optimally use your competencies and abilities in a world that is dominated by males. As a female executive, you often have difficulty getting acknowledgement for the same effort as a male peer. You must constantly position yourself anew and better, strategically shape your career, while keeping your motivation and enjoyment in your work.

At the same time, you would like to find a balance between your private and professional roles – despite a potential additional work load as a wife, mother or life partner.

### Our approach

In confidential one-on-one conversation with you we confront these demands, and jointly develop a picture of your present situation, and a firm work plan with milestones that can be tested. If you wish, we accompany you into your work environment and support you in the interaction with superiors, peers and employees. We help you to better understand your current behavior, to improve your own position, and to recognise and manage upcoming conflicts.

We combine your current abilities as a leader and our abilities as coaches to draw out and nourish the best in you. We will help you identify and mark areas in which you would like to further develop yourself professionally.

All coaches in the Change Partnership draw on many years of experience in leadership, HR development, and creativity. We measure our success directly by your ability to translate the coaching results into increased performance.

As a female executive, you already know that you have got advantages in a male-dominated environment. We assist you in acknowledging these advantages and in using them to boost your career and enhance the quality of your private life.

### Our offer

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<sup>1</sup> [reference]

Our coaching programme for female executives offers 100% service, designed specifically for your professional requirements:

- ✓ **Best fit:** After a chemistry meeting, we will assist you in choosing a coach who suits you;
- ✓ **Results orientation:** In the first meeting with your coach, you will establish together the requirements, goals and milestones of the work;
- ✓ **Flexibility:** Our coaching programme will as a rule last for a period of six months, with meetings taking place every two weeks. Coaching appointments can be held in our offices in Berlin, or at another location suitable for coaching. If desired we can also accompany you into your work environment.
- ✓ **Performance guarantee:** As a sign of our quality we offer the coaching programme gratis for the first three months (or six meetings). You may then stop the programme with no financial obligation, if you find that the content or your progress doesn't correspond to your wishes.
- ✓ **Full availability:** Our coaches will be available for telephone or e-mail consultations at any time throughout your coaching programme.

## PACKAGE INFO

A typical coaching programme for female executives consists of a chemistry meeting and 12 sessions as follows:

1. **Chemistry Meeting**
2. **Foundation of the joint work** 2 x 90 min.
  - ❖ Personal and professional background (questionnaire)
  - ❖ Establishing needs, work plan and milestones
3. **Female executive positioning I: foundation** 2 x 90 min.
  - ❖ Examining the role of a female executive
  - ❖ Understanding male superiors, peers and subordinates
  - ❖ Finding a balance between responsibilities and performance
4. **Work-life balance** 2 x 90 Min.
  - ❖ Analysing expectations and making wishes conscious
  - ❖ Expanding and maintaining your space to manoeuvre and act
  - ❖ Developing new behaviour patterns and expressions
5. **Forming and grooming relationships** 2 x 90 Min.
  - ❖ Relationship health check of private and professional relationships
  - ❖ Fine-tuning social and professional relationship networks
  - ❖ Establishing new relationships and grooming existing ones
6. **The 100-Tage-Check** 1 x 90 Min.

- ❖ Critical examination and discussion of “the first 100 days”
- ❖ Comparing initial milestones with actual development

**7. Female executive positioning II: action**

2 x 90 Min.

- ❖ Bringing career plans into harmony with reality
- ❖ Reaching self-determination and preserving freedom of choice
- ❖ Mastering power plays and critical situations

**8. Assertiveness and responsibility: implementation**

90 min.

- ❖ Implementing ideas more effectively
- ❖ Delegating effectively and focusing on core competencies
- ❖ Discussing further coaching

## Example

Our client is the head of one of the four business units in a well-known, male-dominated IT venture. She repeatedly has the experience that her work is financially supported, but her projects and proposals in leadership meetings are often subtly undermined and the content is not genuinely supported by top management.

Although she has found that she “could live with” this situation for some years owing to support from her colleagues, she is increasingly responding with antipathy and lack of motivation. She would like to discover whether there is a strategy for her dealings with her management, and how she can motivate herself again.

In coaching she soon notices that it has to do with many more fundamental questions, whether the arrangement still suits her wishes and abilities, and that she must above all, before any other adjustments, develop new competencies for permanently reclaiming her motivation.

Together with a coach from the Change Partnership she wins a larger understanding of the behaviour of her male colleagues. These insights gives her greater strength and poise.

After six months with one of our coaches she undertakes successful negotiations with her superiors for a professional reorientation, and as a result is appointed head of personnel of a newly-founded daughter firm, with expanded responsibilities for herself as an executive.