



Development Programs for Women Leaders

"The female view that we strengthen ourselves by strengthening others is redefining leadership." –

Jeanette Lichner,
Managing Director,
Bank of America

In a study conducted by Caliper, women leaders showed themselves to be different than their male counterparts. The study revealed four major findings:

Finding 1: Women leaders are more persuasive than their male counterparts

Finding 2: Women leaders feel the sting of rejection, learn from adversity and carry on with an "I'll show you" attitude

Finding 3: Women leaders have an inclusive, team building leadership style of problem solving and decision making

Finding 4: Women leaders are more likely to ignore rules and take risks

Companies are scrambling to find and keep high potential talent. In addition, many are interested in defining themselves as employers of choice for diverse populations. According to the U.S. Department of Education, in 2008 universities in this country will graduate 141 women for every 100 men.

The unique personality qualities of women combine to create a leadership profile that is very conducive to today's diverse workplace, where information is shared freely, collaboration is vital and teamwork distinguishes the best companies.

Caliper's ***Development Programs for Women Leaders*** are designed to assist organizations in identifying and developing the leadership potential of its current and future Women Leaders, regardless of their current role.

Business needs that may indicate the appropriateness of one of these programs include:

- *Desire to proactively tap into the previously undiscovered potential of women employees*
- *Focus on existing employee development, in general, and more specifically, of diverse populations*
- *Exploration of employee's behavioral motivations within the context of organization culture, business environment and challenges*
- *Succession management, retention, improved employee engagement and satisfaction*

"With women, it's all about confidence and helping them believe that they can do whatever they want to do. And they don't have to change themselves in order to be successful. I find myself mentoring aspiring young women and giving them that push to get over being so hard on themselves,"

Kate Rutherford,
Partner at Accenture.

About Caliper

For nearly half a century, Caliper has been helping companies achieve peak performance by advising them on hiring the right people, managing individuals most effectively and developing productive teams. The accuracy, objectivity and depth of our consulting approach enable us to provide solutions that work for over 25,000 companies.

CALIPER

Real People. Real Challenges. Real Solutions.

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Professional Coaching for Women in Business

Designed for organizations with a desire to focus on the development of individual employees, this program matches your emerging women leaders with a Caliper Coach who will work with her individually. The process of coaching will include an assessment of her **potential**, as measured by the Caliper Profile, **performance**, as indicated by a multi-rater assessment, and **interests**, as gathered during confidential interviews, to customize coaching goals.

During a series of in-person and/or telephone coaching sessions, a method of inquiry and reflection will be used to assist the client to think more clearly, gain different perspectives, and focus on goals. The coaching partnership is a powerful alliance that supports change and goal attainment in a structured, encouraging, and insightful manner.

Coaching programs will be customized to your needs, and generally last from three to twelve months.

Leadership Development Program for Women in Business

This option is available for organization's that have a group of women employees to whom it would like to offer a focused developmental program. After assessing the leadership style and potential of the participants, the Caliper consultant will customize several learning modules for the particular audience, delivered in a series of full-day workshops. Between the sessions, theoretical content will become "real" for the participants through on-the-job practice and application of new skills. Growth and sustained behavioral change are supported through one-on-one coaching sessions with the Caliper consultant.

Action Learning for Women Leaders

Real life problems provide the best conditions for the development of wisdom. Through shared problem solving and inquisitiveness, action learners gain insight into themselves, their environments, their colleagues, and the nature of the problems they must solve. Across the world, Action Learning has emerged as the method of choice for developing leaders, while at the same time improving organizational capabilities.

Caliper brings its expertise in action learning, a process by which a small group of participants works on an important and urgent business problem, to our commitment to developing women leaders in organizations ready to take a more systemic approach. In this program, a group of high potential women will participate in a repeating cycle of activities, "residential" sessions and "virtual" periods, during which equal importance will be placed on delivering a solution to a real business challenge and developing leadership skills.

The benefits of Action Learning extend not just to the participants, but also the organization as a whole.

When implementing Caliper's Development Programs for Women Leaders, companies not only provide individuals the opportunity and tools to make their roles more meaningful and effective, but also identify high-potential talent necessary for future success.