Find out how women are one of the biggest drivers of **economic growth**

**Spotting the barriers** – what could be causing the female talent shortage?

**Power.**
**Presence.**
**Pairing.**

The 3Ps of female leadership development
Empowering Women, Business, and Asia.

Women are at the very heart of today’s economic turning point, especially in Asia. Women are progressively earning more, spending more, and playing a greater role in the business community. Now more than ever, organizations need more female leaders at the helm to effectively address this burgeoning customer base. If not, they risk yielding a critical market segment to their competition.

Empowering Women, Business, and Asia is a three-day program offered by the Korn Ferry Institute Leadership Center – Singapore that addresses the specific needs of senior female leaders in both private and public organizations across the Asia Pacific region.

Drive

Women drive economic trends.
Consumption, not production, is now fueling economic growth all over the world and women represent a significant part of this economic opportunity. According to Nielsen research, women now account for approximately US$12 trillion of the US$18 trillion in global consumer spending. This is even more so the case in Asia. As it stands, women had control over spending in 64% of households in Asia in 2011, up from 53% in 2009; in China, the number was 75% of households. But women are still underrepresented in boards and the C-Suite across Asia.

Improve

Women improve financial performance.
Studies from various sources have repeatedly shown that having more women on the board of directors correlates with outstanding financial performance. In 2011, Catalyst found a 26% difference in return on invested capital between companies that have 19-44% women board representation versus those that have zero women directors. The 2012 McKinsey Women Matter study reported even larger numbers: for companies that have the largest share of women in their executive committees, return on equity measured 41% higher and earnings before interest and taxes (EBIT) margin 56% higher.

Lead

Women lead consumer growth.
By increasing the diversity of leadership to include more women, organizations enjoy improved corporate governance as it generates a wider array of views and ideas. They also connect to a widening customer base that is generating the fastest growth in Asia.
Why Empowering Women, Business, and Asia?

Companies benefit when female leaders:
• Tap into and maximize the potential of organizational diversity.
• Develop talent and leadership qualities in others.
• Lead organizational change with greater confidence.
• Achieve critical business goals.

Female leaders benefit when they:
• Sustain high performance and increase promotional opportunities through continuous skill development.
• Develop a strategic problem-solving approach to managing personal and organizational obstacles.

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Women In Leadership Program Elements

At the heart of this program lies self-awareness and dialogue. Through Korn Ferry’s proprietary exercises, discussions, and world-class viaEDGE™ assessment, each participant establishes where she is now as a leader, what her strengths and weaknesses are, and where she wants to be. The program then leverages this self-awareness to help each participant with the three prongs of leadership development – Personal Power, Presence, and Pairing.

**Personal Power**

Research has consistently shown that there are Four Stages® of Contribution in any organization. At the fourth and highest level of contribution, individuals make the transition from “contributing through others” to “contributing strategically.” The skills that matter the most at this level are relational and influential skills. Each participant learns how to identify barriers and support in her environment and how to overcome or leverage them to transcend the gulf between operational and strategic leadership – leveraging her leadership influence and power across and throughout the organization.

**Presence**

Executive “presence” refers to how other people perceive a leader and how the leader wants to be perceived. Each participant learns how to construct a winning and authentic leadership brand based on results from a self-awareness assessment and exercises. The program then assists leaders to formulate successful strategies to help learn how to make conscious decisions to implement a personal brand.

**Pairing**

Women are more likely to rise through corporate ranks, not only when they have mentors who advise them, but also when they have sponsors – someone higher up in the corporate ladder who is willing and able to provide ample opportunities for development that are visible to higher management and essential for promotion. The program provides experienced facilitators certified in Korn Ferry’s exclusive SuccessPath™ Pairing technique to develop a mutually-beneficial relationship between each participant and her sponsor. The facilitator will engage them in aligning goals, expectations, and styles to achieve maximum effectiveness.
Tools For Insight

ViaEDGE™

The ViaEDGE self-assessment measures an individual’s ability and willingness to learn from experience, and perform successfully in new and first-time situations. Distinct from intelligence, Learning Agility is the single, best predictor of high-potential.

ViaEDGE measures five factors of Learning Agility:

- **Mental Agility.** The ability to operate across domains, show interest in unrelated areas, and connect the dots to solve problems.

- **People Agility.** The ability to read people well, adapt to diverse groups, and show astute interpersonal judgment.

- **Change Agility.** A willingness to challenge the status quo, the desire to tinker with systems and processes, and the ability to implement change.

- **Results Agility.** An ability to prioritize quickly, set goals, and achieve outcomes in good or bad situations.

- **Self-Awareness.** An openness to feedback, habit of self-reflection, and genuine interest in learning about and developing self.

Four Stages® of Contribution

The organization’s expectations of your contributions change over time. The same skills and approaches that made you a star early in your career won’t guarantee continued success as the years pass.

These stages are most succinctly described by the Four Stages® of Contribution.

- **Stage one: Contributing dependently.**
- **Stage two: Contributing independently.**
- **Stage three: Contributing through others.**
- **Stage four: Contributing strategically.**

Your ability to contribute is NOT dictated by your formal job description. Most companies expect that as individuals gain more experience, their capacity to contribute to the organization should also increase. This seldom means simply doing more of the same. Rather, it means changing the way you meet challenges and do your job.

SuccessPath™ Pairs

SuccessPath Pairs enhances working relationships for business results. It has previously shown an increase in opportunities for advancement and promotion, and significantly increased job satisfaction and strategic contribution.

It transforms relationships through the four key factors of talent optimization. Participants will learn strategies to activate these factors, organized under the acronym L.E.A.D.:

- **Leverage** similarities and differences
- **Engage** high-value talent to secure a tight “fit” with the organization
- **Accelerate** relationship growth
- **Deliver** results

Vectors™ Theory

An understanding of the Vectors Theory can unlock the ability to progress through an organization.

In every workplace, there are invisible forces that can create a negative impact on the success and engagement of employees, based not on their skills and abilities, but how similar or different they are from the profile of success and leadership norms. These forces are called Vectors™.

The more different an individual is from the success profile or leadership norm, the more she tends to face negative Vectors or “headwinds” that slow career progress, requiring more effort to go the same speed. The more similar an individual is to the norm, the more he/she benefits from positive Vectors or “tailwinds” making it easier to progress through the organization.
The Learning Journey

<table>
<thead>
<tr>
<th>Before</th>
<th>Strategic thinking and reading activities</th>
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<tbody>
<tr>
<td>Kick-off</td>
<td>Participants and key faculty meet for a welcome dinner to formally kick-off the three-day program. Introductions and participant groups are formed for the program.</td>
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<tr>
<td>Welcome Dinner</td>
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<tr>
<td>Day 1</td>
<td>Understanding self</td>
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<tr>
<td>There are Four Stages® of Contribution in any organization. Participants will identify where they are along this spectrum and use a problem-solving framework to identify what creates barriers to performance, engagement, and advancement through the four stages. Participants will also discuss the impact of the Asian culture on personal and professional effectiveness, and build the confidence to overcome barriers to self-efficacy.</td>
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<td>Day 2</td>
<td>Navigating corporate culture</td>
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<td>The new Asia (Asia 2.0) requires a new kind of leader. Participants will identify the messages they’ve received about expectations for performance at work and in life, and develop strategies to manage the tensions between conflicting expectations and balance personal and career goals. More importantly, participants will receive feedback on their Learning Agility by our experienced coaches. They will also assess areas of strength and opportunities for development in a broad range of influencing skills, and learn how to best apply these strategies in different cultures based on the perceived roles of women.</td>
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<tr>
<td>Day 3</td>
<td>Building executive presence</td>
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<td>Participants will develop their personal brands by leveraging the content explored, skills and passions identified, and insights gained from the first two days of the program. Then they will develop strategies for how to create stronger awareness of one’s brand within the organization. Participants will also identify the components of an effective network and discuss the challenges of networking with key decision makers, especially in traditional societies.</td>
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<tr>
<td>Post program</td>
<td>Participants will work with a coach to create a development plan, and then meet with the facilitators and their sponsors to align on next steps for the participant’s progression. Two virtual support and connect sessions will be held for participants 30 and 90 days after the three-day program. Participating leaders can also opt to partner with select coaches to continue their development journey.</td>
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Faculty Profiles

Audra Bohannon

Audra Bohannon is a Senior Partner for Korn Ferry Leadership and Talent Consulting based in the Firm’s Waltham office.

A respected author, business consultant, leader, coach, and facilitator, Ms. Bohannon’s deep expertise in diversity and inclusion issues and how they impact and propel business performance makes her a sought-after speaker and teacher.

Ms. Bohannon began her career in the retail sector, and her broad experience extends to the airline, banking, food service, financial, healthcare, insurance, manufacturing, non-profit, and technology sectors.

She has written many articles and white papers and, along with Verna Ford, co-authored “Illuminating the Spirit: A Guided Journey.” Ms. Bohannon’s commitment to personal development extends to her community where she teaches Efficacy principles and leadership skills.

In 2008, Ms. Bohannon was named a Unity First “Visionary Woman of Excellence.”

Jacqueline Gillespie

Jacqueline Gillespie is a Senior Partner and leader of Korn Ferry’s Leadership and Talent Consulting business for Asia Pacific, based in the Firm’s Sydney office.

With over 10 years of consulting experience, Ms. Gillespie focuses on the impact of leadership on engagement and business performance, top team effectiveness, leadership capability development, and talent management strategies.

She is also an experienced coach of executives, high-potential managers, and executive women.

Prior to consulting, Ms. Gillespie spent over 15 years working in senior HR roles in corporate Australia and Asia across a range of industries. Her experience includes strategic human resource roles, managing human resource teams within the business, organization and management development, human resource policy, diversity, and training.

Ms. Gillespie is currently a member of the adjunct faculty on the Executive MBA Program at the Australian Graduate School of Management, University of Sydney.

Luisa Kurtz

Luisa Kurtz currently leads the Instructional Design Center of Excellence in the development of all new and custom client solutions. She is also responsible for the certification of internal resources on Korn Ferry’s Diversity and Inclusion curriculum around the world.

Ms. Kurtz has more than 20 years of professional experience in management consulting, design, and facilitation. She has developed individuals in topics ranging from leadership and management techniques to effective communication.

She has helped a variety of Fortune 500 achieve strategic business goals through a better understanding of diversity and inclusion, leadership, customer service and sales.

Prior to working with Korn Ferry International, Ms. Kurtz led her own professional services firm and worked as a professional in a corporate retail environment. She has held positions in visual merchandising, retail softlines management, retail operations management, field recruiting, corporate recruiting, and corporate training.

Juliet Warne

Juliet Warne is an experienced executive coach, facilitator and program designer with an extensive business management background in the financial services, consumer products and non-profit sectors.

As a coach, she has successfully partnered with leaders in a number of industries and has also been engaged by organizations to design and facilitate career development, leadership, team performance and mentoring programs.

Ms. Warne has particular insight in regards to women in leadership, having designed and delivered several customized programs for women since 2005 and coached many senior women on their unique career challenges.

She has also held senior marketing and strategy positions in Sydney, London and New York. Her leadership experience includes leading teams, holding profit and loss accountability, delivering complex projects of strategic significance, and operating within global organisational structures.

Rebecca Bose

Rebecca Bose is a Principal for Korn Ferry’s Leadership and Talent Consulting, based in the Firm’s Sydney office.

Ms. Bose has worked in corporate HR and senior consulting roles for over 20 years. She specializes in a wide range of human resources solutions that deliver business value. Her collaboration with blue chip clients across all industry sectors and many government organisations spans the UK, Europe, the Middle East, South Asia and the Asia Pacific region.

Ms. Bose is a Registered Psychologist (AHPRA Australia) and HPC Registered (UK); a Chartered Occupational Psychologist (UK); an Associate Fellow of the British Psychological Society, and a Fellow of the UK’s Chartered Institute of Personnel & Development.

Ms. Bose is a member of Soroptimist International, a global voluntary service organisation for women in management and the professions affiliated with the United Nations.

She previously held the positions of Director, Markets & Strategy with PricewaterhouseCoopers and Managing Director of SHL’s New Zealand operation.
Enrollment.

Who should attend?
This program is specially designed for high potential and senior-level female executives, with a minimum of 10 years’ working experience, in organizations across Asia Pacific with the ambition to contribute to the strategic business agenda.

Program dates, venue, and fees.
• Date: Visit www.kornferryinstitute.com/leadershipcenter for program dates.
• Location: Singapore
• Fees: 7,500 SGD per participant (excluding prevailing Goods and Services Tax)

How to enroll
• Contact Ms. Joan Lee at joan.lee@kornferry.com to request an application form, and return the completed form to Ms. Lee.

• For more details, contact Pushp Deep Gupta, Senior Partner and Head of the Leadership Center, Singapore: pushp.gupta@kornferry.com, or Jacqueline Gillespie, Senior Partner and Program Director of the Women In Leadership Program: jacqueline.gillespie@kornferry.com.

About The Korn Ferry Institute Leadership Center, Singapore
Asia’s rise continues—and epicenter of global economic growth. Although the pace and rate of growth may not always be as smooth or predictable as forecasted, the growth phenomenon is expected to continue—changing the landscape of success in business and leadership.

To capitalize on these opportunities, organizations need to be ready today. Even more important, they need to be “future ready” – developing a strong bench of talent and leaders who are equipped with the ability to navigate, build, and lead in this dynamic and ever-changing region.

For more than 30 years, Korn Ferry has been helping organizations in Asia Pacific to grow their businesses by tapping the power of talent and leadership. The Leadership Center is a flagship initiative designed to be a ‘development and acceleration’ destination for senior and aspiring executives from within and out of the region. Through the Center, executives have access to the latest and most relevant research, acquire cutting-edge and highly impactful leadership skills, and are challenged to stretch their thinking to create practical solutions to their most pressing challenges. The Leadership Center offers specialized development programs tailored to leaders’ needs.