

Women's Leadership

A program to unlock the potential of successful women from the EY Academy of Business



Six modules that will help you overcome the obstacles to a successful career as a woman leader

WE CAN HELP YOU



- ▶ Present your personal brand with assurance, understand your company's power dynamics and develop your relations and networking skills
- ▶ Develop the emotional competence of a leader, based on individual recommendations and an assessment of your personal level of emotional intelligence
- ▶ Design your own strategy of influence in a team and company-wide setting
- ▶ Create a plan of action to attain the desired strategic positioning for your company
- ▶ Analyze the impact that management decisions have on cash flow from operations

OUR SOLUTION



A modular Women's Leadership program that:

- ▶ Introduces a unique EY tool to develop a plan of strategic initiatives to advance your company
- ▶ Focuses on individual results and a customized development plan for each participant
- ▶ Includes group and individual coaching

12 days
96 class hours
72 CPD units
84 CPE hours



WHO IS THE PROGRAM FOR

- ▶ Career-oriented women in middle management
- ▶ Women entrepreneurs
- ▶ Women in top management

TRAINERS

The program is designed and led by internal and external experts and trainers and practicing EY consultants



FORMAT

Open format

Open-format training is held at the EY Academy of Business from 9:30 AM to 4:30 PM.

Corporate format

The program can be customized to meet your company's specific needs:

- ▶ Pre-assessment of training needs, goal-setting
- ▶ Flexible choice of place and time
- ▶ Training customized to meet client needs
- ▶ A report on training results provided at the client's request

CONTACT US

for information on prices and registration.

See our contact details, and request a callback:

<http://bit.ly/contactEY>

WHY THE EY ACADEMY OF BUSINESS?



- ▶ EY supports women in business and women entrepreneurs on a global level and runs the Entrepreneurial Women program in Russia
- ▶ Industry-leading programs: professional experts who have a wealth of experience working with top executives and business owners
- ▶ "Trainings 2018, 2017, 2015 and 2014" awards in the HR-Product of the Year, Territory of Inclusion, Corporate University and Company of the Year categories

PROGRAM MODULES



- ▶ Module 1: Personal effectiveness as a woman leader, 2 days
- ▶ Module 2: Success strategy navigator, 2 days
- ▶ Module 3: Emotional intelligence of a woman leader, 2 days
- ▶ Module 4: Personal brand and leadership, 2 days
- ▶ Module 5: Financial management, 2 days
- ▶ Module 6: Teams and the art of influence, 2 days

Personal effectiveness as a woman leader

Module 1 of the Women's Leadership program, EY Academy of Business

The module provides insight into personal goals, values and strengths needed to develop an authentic women's style of leadership

2 days
16 class hours
12 CPD units
14 CPE hours

SOUND FAMILIAR?

- ▶ Want to leverage your strengths so that you can be confident of getting the best results?
- ▶ Have trouble setting priorities? Torn between your career and private life?
- ▶ Want to deal effectively with a multiplicity of ongoing tasks?
- ▶ Don't have time for self-development?



WE CAN HELP YOU

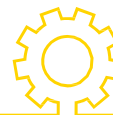
- ▶ Clarify your goals and values
- ▶ Understand your strengths and how to leverage them to attain your goals
- ▶ Design a clear-cut plan of development for one year ahead to help you achieve the desired results



OUR SOLUTION

- ▶ A focus on the individual results of each participant
- ▶ Understanding a woman leader's distinctive profile and developing authentic women's leadership
- ▶ Creation of a personal development plan based on an optimal balance between different spheres of life
- ▶ Group and individual coaching





Day One

Authentic women's leadership

- ▶ Women's strengths as leaders
- ▶ My strengths: an analysis of your personal assets

Priorities and life values

- ▶ Understanding your life values. Forming a global vision
- ▶ How to maintain a balance between different spheres of life. The Wheel of Life. Analysis of areas for growth and constraining factors

Short-term and long-term objectives

- ▶ Setting objectives. Criteria (SMARTER)
- ▶ Evaluation of objectives: the 3 whys
- ▶ How to evaluate progress toward an objective. Evaluation criteria

Day Two

Self-management

- ▶ Value-based prioritizing of tasks. The Eisenhower Matrix
- ▶ Task planning. The 60/40 principle, planning algorithm
- ▶ How to multitask effectively. Awareness, concentration

Results

- ▶ The right time to evaluate your results. Redirecting your efforts in a changed situation
- ▶ Interim plans. Breakdown of high-level goals by quarter and month
- ▶ Creation of a personal development plan
- ▶ How to stay focused on your objectives. Reinforcement

Strategy navigator

Module 2 of the Women's Leadership program, EY Academy of Business



The module will enable you to develop strategic initiatives for the success of your business

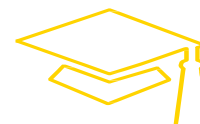
2 days
16 class hours
12 CPD units
14 CPE hours

SOUND FAMILIAR?



- ▶ You're uncertain about whether to aim at higher value for customers or continued cost cuts?
- ▶ You're unclear about which strategic success drivers should be given priority and which can be put off for the time being?
- ▶ You're not sure how to consolidate and build on your company's successes?

WE CAN HELP YOU

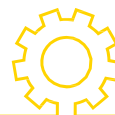


- ▶ Select and prioritize strategic initiatives
- ▶ Understand the criteria for a successful strategy as well as your company's strategic positioning
- ▶ Confidently analyze and assess each of the seven strategic "now" and "future" drivers
- ▶ Become an in-house advisor on strategic business development

OUR SOLUTION



- ▶ A program based on a unique strategic-planning tool developed by EY
- ▶ The two-day module will enable you:
 - ▶ To assess your company's current status in terms of key growth drivers
 - ▶ To select and analyze initiatives to drive further growth



Day One

Criteria of an effective business strategy

- ▶ Growth in market value
- ▶ Return on investment

Strategic positioning

- ▶ The “added value/cost reduction” chart and your company’s position on it
- ▶ Four approaches to strategic positioning

Growth Navigator: an EY tool for strategic analysis and planning

- ▶ Seven key drivers of strategic success. Assessing “now” and “future” drivers, depending on the type of strategic business positioning
- ▶ Driver 1: Customer relations
- ▶ Driver 2: Operations
- ▶ Driver 3: Digital technologies, high-tech solutions and analytics

Day Two

- ▶ Driver 4: Financing and investment
- ▶ Driver 5: Transactions and alliances
- ▶ Driver 6: Risks
- ▶ Driver 7: Human resources, behavior models and corporate culture

Analysis and selection of key strategic initiatives

- ▶ Selection of strategic initiatives to achieve the desired levels of growth drivers
- ▶ Prioritizing strategic initiatives

Presentations by participants, discussion and brainstorming on each section

Emotional intelligence of a woman leader

Module 3 of the Women's Leadership program, EY Academy of Business



The module will heighten your awareness of emotional intelligence and its importance for a leader and help develop the skills you need to understand and manage your emotions

2 days
16 class hours
12 CPD units
14 CPE hours

SOUND FAMILIAR?



- ▶ Want to know how emotional intelligence makes a manager into a leader?
- ▶ You're good at identifying your emotional state, but don't know how to modify it?
- ▶ Ever regret something you said in the heat of the moment?
- ▶ Want to gauge the mood of a colleague or team so that you can adopt the most appropriate style of management?

WE CAN HELP YOU

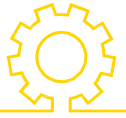


- ▶ Deepen your understanding of emotional intelligence and its importance
- ▶ Master a ready set of techniques and tools for self-control
- ▶ Heighten your awareness and self-reflection skills
- ▶ Identify areas where you can develop emotional competence

OUR SOLUTION



- ▶ A focus on the personal results of each participant
- ▶ An individual report for each participant and personalized recommendations for developing emotional intelligence
- ▶ Simple and effective everyday techniques for raising your EQ
- ▶ Group and individual coaching



Day One

The nature of emotional intelligence:

- ▶ How the human brain operates, *emotio* and *ratio*
- ▶ Development of emotional intelligence: benefits and results
- ▶ Gender and emotional intelligence: do they coincide?
- ▶ Daniel Goleman's model of emotional intelligence: self-awareness, self-regulation, motivation, empathy, social skill

The first step toward greater emotional intelligence: start with yourself

- ▶ Interpreting the emotional intelligence test and benefiting from your personal report
- ▶ Emotions as the foundation of emotional intelligence. Basic emotions and their expression
- ▶ Creating your own emotional dictionary
- ▶ Improved self-reflection skills for heightened awareness of your emotions

Mastery of self-regulation skills

- ▶ Negative emotions and their purpose. The sources of anger
- ▶ Destructive displays of anger and alternative behavior: how to deal with emotions in a civilized manner
- ▶ Tools for self-control (now-tomorrow-always):
 - ▶ how to cope in a difficult situation
 - ▶ understanding why you lose control in such situations
 - ▶ how to stay in control and be more even-tempered

Day Two

Intrapersonal motivation

- ▶ Controlling your impulses in order to achieve your goals. What is will power?
- ▶ Inspiration as the basis of intrapersonal motivation, the "flow" concept
- ▶ Rational optimism and how to cultivate it

Social sensitivity: the ability to understand and accept the emotions of others

- ▶ What is empathy?
- ▶ How to show empathy and help others modify their emotional state
- ▶ Developing the skill of expressing empathy

Emotional leadership in day-to-day management:

- ▶ The nature of emotional leadership
- ▶ Test to identify key areas for developing the emotional competence of a leader
- ▶ How a leader's emotional intelligence affects employees and the company as a whole
- ▶ Resonant and dissonant leadership
- ▶ Styles of emotional leadership and their application

Plot your personal route to greater emotional intelligence, based on the recommendations in personal reports

Personal brand and leadership

Module 4 of the Women's Leadership program, EY Academy of Business

The module will develop your ability to create, promote and enhance your personal brand as a woman leader

2 days
16 class hours
12 CPD units
14 CPE hours

SOUND FAMILIAR?

- ▶ You're sometimes overlooked and not given due credit?
- ▶ Want to know more about creating and managing a personal brand?
- ▶ Aren't clear about the possibilities for promoting yourself?
- ▶ Your understanding of your brand isn't always what the company wants?



WE CAN HELP YOU

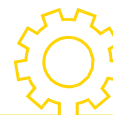
- ▶ Design your own unique brand
- ▶ Hone your image to complement your brand
- ▶ Use ready-made solutions to confidently promote your brand
- ▶ Understand the power dynamics in your company and build effective relations



OUR SOLUTION

- ▶ A focus on the individual results of each participant
- ▶ Understanding a woman leader's distinctive profile and developing authentic women's leadership
- ▶ Creation of a unique personal brand for each participant
- ▶ The opportunity to practice in a risk-free environment
- ▶ Group and individual coaching





Day One

Personal brand

- ▶ A brand based on values
- ▶ Brand levels depending on target audience
- ▶ What my brand contributes to the company

Image

- ▶ How to create an image that complements your brand
- ▶ Common pitfalls and keys to success

Day Two

Brand promotion

- ▶ How to harmonize your brand with the needs of others
- ▶ How to present yourself with assurance
- ▶ Presentation technique
- ▶ Participant's presentations and feedback

Relationship management

- ▶ Company power dynamics
- ▶ Networking

Financial management

Module 5 of the Women's Leadership program, EY Academy of Business



The module will give you the skills needed to make management decisions that will maximize your company's cash flow and return on investment

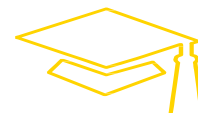
2 days
16 class hours
12 CPD units
14 CPE hours

SOUND FAMILIAR?



- ▶ You'd like a better understanding of the distinction between payments, expenses and cost?
- ▶ You have a hard time maintaining a balance between growth in profit and cash flow?
- ▶ You don't know which management decisions are optimal for increasing your company's cash flow and return on investment?

WE CAN HELP YOU

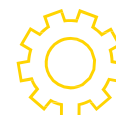


- ▶ Understand the reasons for distinguishing between money, expenses and cost and the role they play in your company's reporting
- ▶ Learn to read your company's financial statements and see the connections between key financial documents
- ▶ Understand the impact that management decisions have on profit and cash flow
- ▶ Confidently make decisions that will maximize cash flow
- ▶ Learn to calculate, analyze and maximize return on investment (CFROI)

OUR SOLUTION



- ▶ A unique interactive method bringing out the connections between your company's key financial documents
- ▶ An analytical approach making it clear why the pursuit of higher revenue doesn't always improve a company's financial position
- ▶ A method of analyzing and substantiating management decisions aimed at increasing cash flow and return on investment



Day One

Cash flow maximization. Cash flow's central role in key business performance criteria

Company reporting, its purposes and principles

- ▶ Types of reporting: tax, financial and management. Similarities and differences
- ▶ Key financial reporting concepts and their significance
- ▶ Key financial reports: balance sheet, income statement and cash flow statement

Business game: preparation of financial statements based on a list of business transactions

Analysis of key financial documents and the connections between them

- ▶ Structure and dynamics of company assets and liabilities. Analysis of the reasons for negative dynamics and how to improve your company's financial position
- ▶ Analysis of the structure and dynamics of company income, expenses and profit
- ▶ An understanding of the distinctions between such profit indicators as operating profit, EBITDA/OIBDA, EBIT and net profit as well as the purpose of profit indicators
- ▶ An understanding of the differences between payments, expenses and cost
- ▶ Analysis of cash-flow structure and dynamics and cash-flow growth drivers

Day Two

Analysis of management decisions aimed at increasing cash flow and return on investment (CFROI)

- ▶ Decision 1: "Increase revenue by creating added value: sell less but at a higher price." Assessment of this decision's impact on profit, cash flow and return on investment
- ▶ Decision 2: "Increase revenue by increasing sales: sell more at a lower price." Assessment of this decision's impact on profit, cash flow and return on investment
- ▶ Decision 3: "Increase revenue by offering grace periods to buyers: sell more by making the terms of payment more attractive." Assessment of this decision's impact on profit, cash flow and return on investment
- ▶ Decision 4: "Keep revenue constant, and increase cash flow by means of increased payables." Assessment of this decision's impact on profit, cash flow and return on investment
- ▶ Decision 5: Your version. Assessment of this decision's impact on profit, cash flow and return on investment
- ▶ Analysis of the impact that management decisions have and choice of the optimal decision to maximize cash flow and return on investment

Presentations by participants, discussion and brainstorming

Teams and the art of influence

Module 6 of the Women's Leadership program, EY Academy of Business



The module will develop your ability to create, promote and enhance your personal brand as a woman leader

2 days
16 class hours
12 CPD units
14 CPE hours

SOUND FAMILIAR?



- ▶ You're not always good at speaking persuasively and interacting constructively?
- ▶ You don't know how to react when people try to manipulate you?
- ▶ You're not sure what style of leadership is best for you?
- ▶ You have problems with your employees' development?

WE CAN HELP YOU

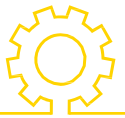


- ▶ Learn to confidently interact with others and resist manipulation
- ▶ Develop your own style of team leadership
- ▶ Effectively manage team performance
- ▶ Develop the members of your team

OUR SOLUTION



- ▶ A focus on the individual results of each participant
- ▶ Understanding a woman leader's distinctive profile and developing authentic women's leadership
- ▶ Mastering self-assured communication
- ▶ A ready set of tools for employee development
- ▶ Group and individual coaching



Day One

DiSC® styles of behavior as a means of influence

- ▶ Key DiSC® concepts and capabilities
- ▶ Styles of behavior
 - ▶ Dominance
 - ▶ Influence
 - ▶ Steadiness
 - ▶ Conscientiousness
- ▶ The strengths and weaknesses of each style
- ▶ Behaviors indicative of each style: how to gauge the people you're talking to
- ▶ Understanding your personal DISC® report. Creating your own style of behavior and areas for development

The Motivators® tool for understanding what people spend their energy on:

- ▶ Types of motivators, their features, ultimate purpose and influence on behavior
- ▶ Understanding your personal Motivators® report

Day Two

Application of DiSC and Motivators® in a team setting and communication:

- ▶ Constructive influence of people with different styles of behavior
- ▶ Analysis and development of a team: strengths, risk areas, effective communication, inner motivation
- ▶ A woman leader's style of management and its impact on her team

Wrap-up of the Women's Leadership program. Overview. Analysis of what has been achieved, setting objectives, and a plan of action for the future