

TIARA LEADERSHIP DEVELOPMENT FOR WOMEN 2014

## *How to Make Investing in Women's Leadership a Strategic Imperative*

Introducing a new model for true leadership that inspires talented women  
to fulfill their purpose and potential

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Since 2007, Tiara International LLC has been redefining leadership for women in the workplace and inspiring them to lead in ways that fulfill their purpose and potential. Now, as subject-matter experts face off on the various issues of personal versus organizational responsibility and researchers weigh in, Tiara partners are actively contributing to the conversations and the solutions.

We think it's imperative to business success that women lead with a power and confidence that reflects their natural strengths. It no longer works to train women to work the system, win the game or succeed in the manner of their predecessors.

Business cultures and communities around the globe will rejuvenate when there are more women, strong in leadership skills and styles, giving powerful voice to their concerns and insights. We need more women at the top and more talent moving through the pipeline. Investing in women is the right – and smart – thing to do. And, the time to do it is *now*.

This shouldn't be "new" news. Many opinions and studies cited in this whitepaper plainly make the business case. We believe the question for you is not *if* or *when*. But, *how*?

Tiara International addresses that question as well, sharing the Tiara Model for True Leadership<sup>SM</sup> with you. In this new model, INSPIRATION is the power source. Its threefold dimensions of AWARENESS, ACCOMPLISHMENT and INFLUENCE build momentum toward fulfillment of outcomes and potential – for the individual *and* the organization alike.

Won't you join us in advancing women's leadership development in the workplace. We welcome your comments and questions. Please send them to [eruske@tiaracoaching.com](mailto:eruske@tiaracoaching.com).

Yours truly,

Elizabeth "Beth" Ruske  
CEO, Tiara International LLC



***Isn't it time to change how we think about the traits of both women and men – without labeling them one way or another? When we include the individuality of people and focus on results instead of biology, everyone wins.***

### ***Redefining Leadership for Women in the Workplace***

Leadership is neither a position nor a job title reserved for the few. We are all leaders because we are the ones responsible for leading our lives. We lead best by honoring ourselves – our unique purpose, our values and strongest attributes. Coming from this inspirational center, we naturally stand out in our workplace, communities and family life.

Dedicated to this vision, Tiara International LLC is redefining leadership for women in the workplace and inspiring them to lead in ways that fulfill their purpose and potential. We advocate for women bringing their whole selves to work. We guide, coach, develop and support them in overcoming obstacles, facing challenges, taking risks and making smart choices. Whether at corporations, companies, startups or nonprofits, women discover how to step up, team up, do the right thing and, most importantly, lead when it matters. They are more courageous, confident and resilient. They become women of influence and power.

We believe that attracting, retaining and promoting women is a systemic organizational issue and not just a “gender” or “diversity” issue. It no longer works to train women to work the system, win the game or succeed in the manner of their predecessors. Women, instead of becoming more like men, become stronger as women. It is imperative to business culture that they lead with a power and confidence that reflects their natural strengths. When initiatives to develop high-potential leaders and corporate strategy are aligned, everyone stands to gain.



This past year, seeing itself as the standard-bearer for business, the Harvard Business School turned around its record on women. By changing its curriculum, rules and social rituals to foster female success, they saw significant academic gains. Despite a small population increase from 36 percent representation in 2009 to 40 percent in 2013, female students in the top 5 percent of the class rose from 14 percent in 2009 to 38 percent in 2013.<sup>3</sup> The next question looms: Is the corporate world ready for these female graduates whose ambitions will continue to rise?

## DEFINING THE PROBLEM:

### ***Women's Leadership in the Workplace***

Businesses around the globe are finding themselves at the crossroads of integrating women's leadership into the workplace. It's a convergence of economic and demographic forces, and arguably the biggest social change of our times. Still, many feel that what was once considered a revolution for gender equity is now a stalled evolution.

According to the nonprofit research group Catalyst,<sup>1</sup> women in the U.S. now account for just 4 percent of Fortune 500 chief executives, 17 percent of corporate board seats, 20 percent of law partners, and 19 percent of Congress. Likewise, McKinsey & Company reported that women are underrepresented at the top of corporations in all of the eight European countries they surveyed.<sup>2</sup> The candidates in the pipeline outnumber the allotted positions. Women continue to outpace men in educational achievement. They currently represent 57 percent of college graduates and 60 percent of post-graduates with master's degrees.

Women at all stages of their lives and careers – from those who are entering or returning after “opting out” to those who are stuck in middle management or considering a move – are buffeted by opportunities that are in lockstep with barriers.<sup>4</sup> Often, the conflict is depicted as opposing forces between personal versus organizational responsibility.

Sheryl Sandberg, chief operating officer of Facebook and author of *Lean In*, argues that women impede their professional progress by walking away from opportunities. Anne-Marie Slaughter, a Princeton professor and author of *Why Women Can't Have it All*, counters that women's careers are stunted because the workplace is not family-friendly.

So, where does the greater responsibility to fix gender inequity lie? Is it up to women to face down self-doubt that holds them back professionally? Or, is the burden on big companies to confront the institutional gender biases and mindsets that keep women from advancing? In the opinion of Avivah Wittenberg-Cox, founder of the European Professional Women's Network, women don't need “fixing.” Most of the attention and money given to this would be better spent on fixing the systemic issue of outmoded corporate attitudes and processes.<sup>5</sup>

Regardless of the position one takes, the loss is compounded. Companies are losing out on talented women because they're not accommodating women's lives. Teams are losing out on innovative and game-changing solutions because women aren't present. And, potentially high-achieving women are losing out on rewarding careers because they lack self-confidence in their power and influence.

#### Sources:

<sup>1</sup> Catalyst. *Catalyst Quick Take: Statistical Overview of Women in the Workplace*. New York: Catalyst, 2013.

<sup>2</sup> McKinsey & Company, *Women Matter: Making the Breakthrough*, March 2012.

<sup>3</sup> Kantor, Jodi, *A New Case Study at Harvard Business: Gender Equity*, New York: *The New York Times*, (national edition) 09/08/13.

<sup>4</sup> Warner, Judith, *Ready to Rejoin the Rat Race?*, New York: *The New York Times Magazine*, (national edition) 08/11/13.

<sup>5</sup> Avivah Wittenberg-Cox, *How Women Mean Business: A Step by Step Guide to Profiting from Gender Balanced Business*, New Jersey: Wiley & Sons, 2010.



**Women and men alike bring value to the table, but it is their combined effort that creates the strongest foundation for innovation and prosperity... Amidst the upheaval in our economic, political and cultural spheres, we will benefit in the long run if we are committed to utilizing all of our nation's resources – both women and men – to lead together.**

Marie Wilson  
President and Founder  
The White House Project

## **MAKING THE BUSINESS CASE:**

### ***Why the Time is Now!***

"We have reached a new level of consciousness," acknowledges Stewart Friedman, director of the Wharton Work/Life Integration Project.<sup>1</sup> "Having it all is not just a women's issue," he says. "It's a human issue that has social, economic and psychological consequences."

Like Friedman, Tiara International partners and consultants see a shift in awareness and recognition – at both individual and corporate levels – in our work with clients. The business case for developing, retaining and advancing women is pushing ahead. There is newfound understanding that diversity in leadership, not just in gender, promotes equity and delivers a strong financial advantage as well.

This shouldn't be "new" news. Studies have proven the value of diverse leadership. According to the White House Project, research has shown that when women are present in significant numbers, the bottom line improves – from financial profits to the quality and scope of decision making.<sup>2</sup> Prominent research groups, including the Center for American Women and Politics at Rutgers University and the Women & Politics Institute at American University, have long noted that women tend to include diverse viewpoints in decision making. They are also more likely to work through differences to form coalitions, complete objectives and bring disenfranchised communities to the table. Creativity and innovation thrive where diversity of thought is fostered.

A growing body of research shows that the inclusion of women contributes to better performance. One study, by researchers at the MIT Sloan School and Carnegie Mellon's School of Business, found that teams with more women tended to perform better than those with fewer women. According to a Harvard Business Review analysis,<sup>3</sup> women's "transformative" leadership style – making institutions more transparent, responsive, accountable and ethical – can be more effective in leading modern organizations than men's traditionally "transactional" approach.

One senior executive in *The Wall Street Journal's* research,<sup>4</sup> when asked for the business metrics that proved the return on investment, said simply, "It's common sense – those who tell you they need more are just looking for an excuse not to act."

At Tiara International, we concur. Business cultures and communities around the globe will rejuvenate when there are more women, strong in leadership skills and styles, giving powerful voice to their concerns and insights. We need more women at the top and more talent moving through the pipeline. Investing in women is the right – and smart – thing to do. And, the time to do it is *now*.

#### Sources:

<sup>1</sup> Knowledge @ Wharton, *To Close the Gender Gap, What Needs to Change – Women or the System?*, Published 03/27/13.

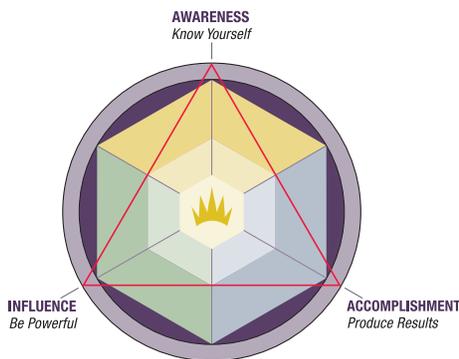
<sup>2</sup> The White House Project Report, *Benchmarking Women's Leadership*, Fall 2009.

<sup>3</sup> Alice H. Eagly and Linda L. Carli, *Women and the Labyrinth of Leadership*, Harvard Business Review, September 2007.

<sup>4</sup> McKinsey & Company (as research partner to *The Wall Street Journal's* Executive Task Force for Women in the Economy), *Unlocking the Full Potential of Women at Work*, May 2012.



## TRUE LEADERSHIP MODEL



The true leader's journey begins with INSPIRATION, the heartbeat of leadership in the Tiara model. Authentic or "true" leadership is about knowing oneself, leading others and having influence – *all* sourced from inspiration. Ultimately, an understanding of what inspires us empowers us to craft an authentic vision and embody a leadership style aligned with who we are and who we want to be.

### EXPERIENCING A HIGH-LEVEL SOLUTION: *The Tiara Model for True Leadership, Powered by Inspiration<sup>SM</sup>*

Tiara International's platform for "true" leadership has a historical perspective as well as a forward-looking perspective. It is aligned with the highly regarded work of thought-leader Kevin Cashman. In his words,<sup>1</sup> "Leadership is not simply something we do. It comes from a deeper reality within us; it comes from our values, principles, life experiences and essence. It is our whole person in action."

Future-oriented, we aim to redefine leadership for women in a way that fits how women can move from inspiration and aspiration to the forefront of leadership in action. Likewise, we recognize the contemporary work of Dr. Marcia Reynolds, who advocates for a model that allows women to reveal their humanity in all of its strength and vulnerability.<sup>2</sup>

The Tiara Model for True Leadership that underlies our development programming is grounded in the belief that people desire inspired, meaningful lives. Similar to Ken Wilbur's integral model, which he defines as comprehensive, inclusive, non-marginalizing and embracing,<sup>3</sup> Tiara International's approach is anchored in growing the whole person to grow the whole leader.

Hard data, research, thought-leader insights and our own observations affirm this inside-out approach. These are our core leadership-at-work precepts:

- 1. True leaders are self-aware.** They know the core essence of who they are. Character – the qualities of authenticity, trust and compassion – opens them up to possibilities and potentialities.
- 2. True leaders are integrated.** Their personal and professional behaviors and actions are congruent. They produce results consistent with their values, purpose and priorities.
- 3. True leaders evolve.** Their potential for growth and development is not self-limiting. Their effectiveness and circles of influence expand exponentially.
- 4. True leaders inspire actions.** They know they can't do it all by themselves. They leverage the power of community and working with others.

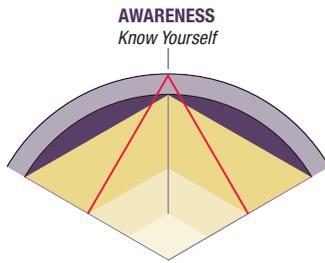
In our model, inspiration is the power source and access point to fulfill on desires while also the secured point of return in the face of doubt, adversity or untold obstacles. Tiara challenges, and indeed encourages, women to explore this deeper sense of innermost purpose to inspire and propel them further along their path to success.

#### Sources:

<sup>1</sup> Kevin Cashman, *Leadership From the Inside Out*, 2nd Edition, San Francisco: Berrett-Koehler Publishers, Inc., 2010.

<sup>2</sup> Dr. Marcia Reynolds, *Help Me Write a New Model of Female Leadership*, Huffington Post, Posted 06/14/10.

<sup>3</sup> Ken Wilber, *Integral Life Practice*, Boston: Shambhala Publications, 2008.

**TRUE LEADERSHIP DIMENSION**

At the most basic level, AWARENESS is the capacity to know oneself. Standing back, we can observe and accept our own thoughts, beliefs and feelings that based on past experiences often inform our decisions. Taking ownership, we shift perceptions and transform behavior, thus preparing us for new levels of achievement.

**KEY FOCUS AREAS**

- ▶ Acceptance
- ▶ Ownership
- ▶ Compassion
- ▶ Confidence
- ▶ Reflection
- ▶ Clarity
- ▶ Courage

**AWARENESS:*****Know Yourself and Your Most Essential Values***

Tiara International's partners are resolute in their belief that self-awareness is essential to effective leadership. We are not alone in this conclusion. "A leader must know herself – her abilities, her shortcomings and her opportunities for growth in order to be able to provide direction, guidance and inspiration to others," posits John Baldoni.<sup>1</sup> Research by Hay Group<sup>2</sup> identified that, even though women have the edge on their male peers, the single area in which both female and male managers need to improve is self-awareness.

Awareness, the topmost dimension in the Tiara Model for True Leadership<sup>SM</sup> promotes being clearer about strengths and learning new ways to leverage them. Marshall Goldsmith, worldwide authority on leadership, notes how truly great leaders have "... an exquisite sense of who they are, which translates into perfect pitch about how they come across to others."<sup>3</sup> That clarity changes how others see us and how we see our true selves, thus freeing us to make better choices and produce results that matter most in our work and our life.

"I've proven I can build a great culture and motivate employees to be their best. But when I purchased an automotive company, I struggled with lack of confidence in an industry new to me," says Linda Torakis, president of McKechnie Vehicle Components based in Detroit (USA). "With Tiara, I realized that my innate strengths and capabilities are exactly what my company *and* the industry need. I stopped pulling back and 'learning more' and began to lead. You can see the results everywhere."

Knowing how we come across in any environment and ensuring it reinforces our intentions also requires reflection and mindfulness. In the Tiara leadership approach, our consultants integrate personal moments of thoughtful reflection with intimate, small-group sharing, one-on-one coaching and mentoring to provide credible feedback.

**BUSINESS IMPACT: AWARENESS**

Women who practice skills critical to awareness will be able to:

- Assume personal responsibility
- Assess personal strengths, weaknesses and areas of growth
- Separate external pressures from internal purpose
- Access choice and deliberate intentionality
- Demonstrate courage under duress
- Perform with confidence
- Claim their own voice

## Sources:

<sup>1</sup> John Baldoni, *Few Executives Are Self-Aware, But Women Have the Edge*, HBR Blog Network, 05/09/13.

<sup>2</sup> Hay Group Research, *Women Posed to Effectively Lead in Matrix Work Environments*, March 2012.

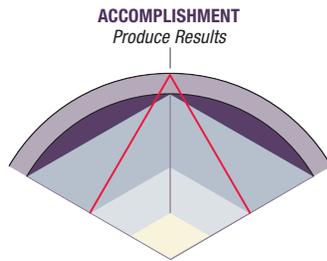
<sup>3</sup> Marshall Goldsmith, *What Got You Here Won't Get You There*, 1st Edition, San Francisco: Jossey-Bass, 2007.

To read more on awareness and related competencies:

The Arbinger Institute, *Leadership and Self-Deception: Getting out of the Box*, San Francisco: Berrett-Koehler Publishers, Inc., 2002.

Karen Armstrong, *Twelve Steps to a Compassionate Life*, New York: Random House, 2011.

Marshall Goldsmith, author of leadership books and recognized by the Harvard Business Review in 2011 as the #1 leadership thinker in the world.

**TRUE LEADERSHIP DIMENSION**

The True Leadership dimension of ACCOMPLISHMENT emboldens us, at all career stages, to produce results by staying true to our vision. We experience being clear about our desires and intentional in our choices, and learn how to integrate our actions with our inspiration.

**KEY FOCUS AREAS**

- ▶ Gracious accountability
- ▶ Responsibility
- ▶ Resiliency
- ▶ Trustworthiness
- ▶ Choice management
- ▶ Commitment
- ▶ Inspired action
- ▶ Integral alignment
- ▶ Lasting results

**ACCOMPLISHMENT:*****Produce Results With Ease***

The standard model of thought is that women (and, for that matter, men) must work hard to produce results and that success most often comes with sacrifice. Tiara consultants have witnessed how leader-like actions aligned with purpose, values and goals yield powerful business outcomes with ease – as opposed to easily.

Producing results is paramount to growing as a leader. Our Tiara approach to leadership focuses on that premise in four integral ways. We remind women to:

- 1. Be clear** about what you desire; affirm those desires in your choices and decisions.
- 2. Act.** Take only inspired intuitive actions, which creates more momentum than forcing an outcome.
- 3. Look ahead.** Don't wait for opportunities to fit you; leverage your strengths to fit the opportunity.
- 4. Trust.** Trust in yourself, your natural instincts. Trust in others and become trustworthy.

“Over the years, I have learned to consistently hold true to my values, manage communication to my stakeholders, and continually allow for more growth on every level. And, doing this in a fun and inspiring way is critical to producing sustainable results. This orientation is at the heart of the Tiara Model for True Leadership,” shares Gabrielle Kalkwijk, Vice President Operations Europe, Dawn Foods, B.V.

Tiara International is dedicated to creating cultures of “gracious” accountability where leaders and teams willingly accept responsibility for what has and hasn't been accomplished – in a way that leaves everyone feeling empowered. Where women of strength and grace choose communication and collaboration over force, share successes and setbacks, and grow into their power. In total, they commit to relationships as well as results. When this momentum spreads, organizations realize their talent investment in what Tiara calls Return on Energy<sup>SM</sup> (ROE).

**BUSINESS IMPACT: ACCOMPLISHMENT**

Women who practice skills critical to accomplishment will be able to:

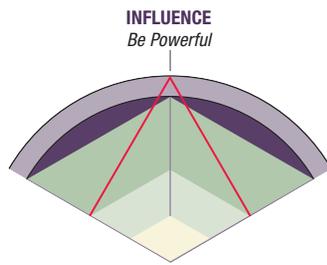
- Act on goals, intentions and desired outcomes
- Make powerful requests
- Live up to promises and agreements
- Have crucial conversations and overcome conflict
- Leverage their strengths and depend on the strengths of others
- Develop a track record and brand for producing results consistently

To read more on accomplishment and related competencies:

Alan Graham, PhD, Kevin Cuthbert and Karlin Sloan, *Lemonade: A Leader's Guide to Resilience at Work!*, San Francisco: Veritae Press, 2012.

Chip Heath and Dan Heath, *Decisive: How to Make Better Choices in Life and Work*, New York: Crown Business, 2013.

Patrick Lencioni, *The Advantage: Why Organizational Health Trumps Everything Else*, Hoboken, New Jersey: John Wiley & Sons, 2012.

**TRUE LEADERSHIP DIMENSION**

In the Tiara dimension of INFLUENCE, women manifest their power and resilience at full strength in their ability to collaborate, innovate and contribute to sustainable organizational growth. To excel, we move from *doing* things to *being* leaders. We are able to share a vision of the future that is so clear and compelling others are energized to follow.

**KEY FOCUS AREAS**

- ▶ Collaboration
- ▶ Connections
- ▶ Community
- ▶ Reciprocity
- ▶ Nourishing practices
- ▶ Well-being

**INFLUENCE:*****Be Powerful***

Unfortunately, many women tend to shy away from the word “power” because it is often perceived as too masculine and aggressive. Tiara International’s model redefines powerful women as those whose influence expands as they own *and* share their power.

Women of influence and power are known for their ability to:

1. Speak out with confidence and strength.
2. Communicate clear direction with natural authority and authenticity.
3. Engage others in powerful ways to attain a shared vision and commitment.
4. Achieve consistent, durable results for the good of the whole.

“Early in my career, I realized that you must be perceived as a powerful leader or your staff, colleagues and peers will not take you seriously. Unfortunately, there weren’t a lot of powerful female role models back then,” reflects Violet Sistovaris, SVP and CIO of NiSource, Inc., a Fortune 500 U.S. company headquartered in Indiana. “Understanding how and when to share my vision and leverage my influence has empowered me as a leader and helped others know who they are following. This is a key reason why the Tiara Model for True Leadership<sup>SM</sup> is at the core of our Women In Leadership (WIL) Mentoring Program.”

Most women are natural connectors, and the Tiara Model fosters that aptitude. Going beyond networking, Tiara International’s physical and virtual communities support beneficial relationships among women where the social exchange adds mutual value.

Being of influence compels women to tap into their own inspiration and nurture their own well-being. Stephen Covey is famous for disclosing how proactive people focus their efforts on their “Circle of Influence.”<sup>2</sup> They work on the things they can do something about. Coming from an awareness of how energy is expended is an important shift toward becoming influential.

**BUSINESS IMPACT: INFLUENCE**

Women who practice skills critical to influence will be able to:

- Communicate an inspiring vision such that it becomes another’s vision
- Influence others with and without direct authority
- Generate results that exceed what can be produced solely
- Leverage networks respectfully and effectively
- Build influential relationships that span time and stress

Sources:

<sup>1</sup> Steven Covey, *The 7 Habits of Highly Effective People*, New York: Free Press, 1989.

To read more on influence and related competencies:

Robert Cialdini, *Harnessing the Science of Persuasion*, Boston: Harvard Business Review, 2001.

Adam M. Grant, PhD, *Give and Take: A Revolutionary Approach to Success*, New York: Viking Press, 2013.

Melissa Giovagnoli and Jocelyn Carter-Miller, *Networking: Building Relationships and Opportunities for Success*, San Francisco: Jossey-Bass, 2000.

**TIARA CONTRIBUTING AUTHORS**

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**Franciska Moors, MSc** is managing partner of Tiara. She held a variety of positions with FAO in Africa and in the Caribbean and with Wageningen University and Research Centre before transitioning to leadership development. Her base camp is in Opheusden, the Netherlands.



**Dr. Alison Miller** is Tiara's partner in Los Angeles. She has a Ph.D. in clinical psychology from the University of Illinois at Chicago, and has been featured on the Oprah Winfrey Show and Chicago's ABC, NBC and Fox TV affiliates as an expert on stress, coping and meeting life goals.

Based in the U.S. and the Netherlands, Tiara International LLC is a global company formed in 2007 by partners who are leading business consultants and executive coaches. The Tiara Model for True Leadership Powered by Inspiration<sup>SM</sup> is constructed on our belief that the challenge of attracting, retaining and promoting women is a leadership challenge more than it is a diversity-inclusion issue.

Last year, McKinsey & Company served as research partner to *The Wall Street Journal's* Executive Task Force for Women in the Economy. In their report, they identified four "stubborn" barriers to women's advancement: structural obstacles, lifestyle choices, institutional mindsets and individual mindsets. The Tiara theory and approach take into account all of these. We are convinced that gender diversity is best supported within an ecosystem consisting of three parts:

1. Management commitment led by the CEO and executive team.
2. Women's development programs, including coaching and mentoring.
3. A sponsorship system, which helps ease women's progress through the company.

In our leadership work with clients around the world, we see that many companies are investing heavily in gender diversity but have yet to see results. That's why we've been inspired to create a variety of programs and services for females that get to the heart of the matter. When executive women activate their inspiration and energy in their work *and* in their lives, organizations benefit from this truly critical talent pool.

At Tiara International, we support women's innate ability to turn adversity into learning opportunities and develop their willingness to step outside their comfort zones. We guide women of strength and grace in building relationships with sponsors and others. And, above all, we champion women who generate the positive energy that comes with loving what they do best.

**BUSINESS IMPACT:****As a sponsoring organization,**

You will develop irreplaceable leaders who can ensure the sustainable growth and success of your company. By investing in your female employees, you enhance their leadership skill sets while also conveying to them their value. It is a decision that can help you retain your best and brightest people, and recruit more like them.

**As Tiara participants,**

You will gain the self-awareness, knowledge and skills you need to take steps toward the next level of corporate leadership. With practical guidance from Tiara International coaches and consultants, your perspectives on leadership will broaden. You'll become inspired to take on challenges with more confidence and courage.

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