

Guideline

- Basic model: “House Model” with “Fairness to Success” -

Content:

1. Introduction

2. The common theme

Step 1: Arouse interest, preparation

- Address interested women
- Choose participating women

Step 2: Identify the needs

Competence check

- Find out the skills and potentialities
- Define development and training needs together

Step 3: Training agreement

Coaching concept

- Name the coach
- Set coaching measures, prepare self-study
- Provide training measures
- Specify a timetable
- Supervise individual measures

Step 4: Evaluation

Competence check

Attachment

Results of the Gallup-Survey 2004: „Women are different – Men too!“

1. Introduction

The culture of the 21st century calls for new values.

Companies which are successful in the long term especially differ from others in those points like acknowledgement, appreciation and personal authenticity.

Companies which carry people along are more successful. This needs a company culture that is based on faith and respect towards employees, clients, suppliers and the public. Women especially known for having social competences are virtually predestined in this respect. By developing alternative strategies and searching rather for consensus they contribute to a sustainable company success and satisfaction of the parties involved.

Recent studies underline these findings. *)

Women in a leading position or those willing to reach for such a position will be supported in apperceiving their own social strength and making use of it. This will bring about a synergy effect: women will climb the career ladder regardless of a quota system. This may lead to a rather faire style of Corporate Communications and further to corporate success.

The basis to all this is the model FFF-SOL, established in 2011. It especially focuses on strengthening the women's social skills. It goes together with the model "Self-organized learning – coaching for women in a leading position" (SOL). This model combines standalone learning with coaching and face-to-face measures. It takes into account the results of FFF "Fairness-Fitness-Future" and the house-model "With fairness to success". **)

Thus, women in a leading position may make use of their special skills and may contribute to a new corporate culture that supports a company's attractiveness as well as the employees' physical health.

Flexible learning measures enable women to learn independently and to gain individual skills according to their business requirements. It's a result-oriented method which also fits to a tight timescale.

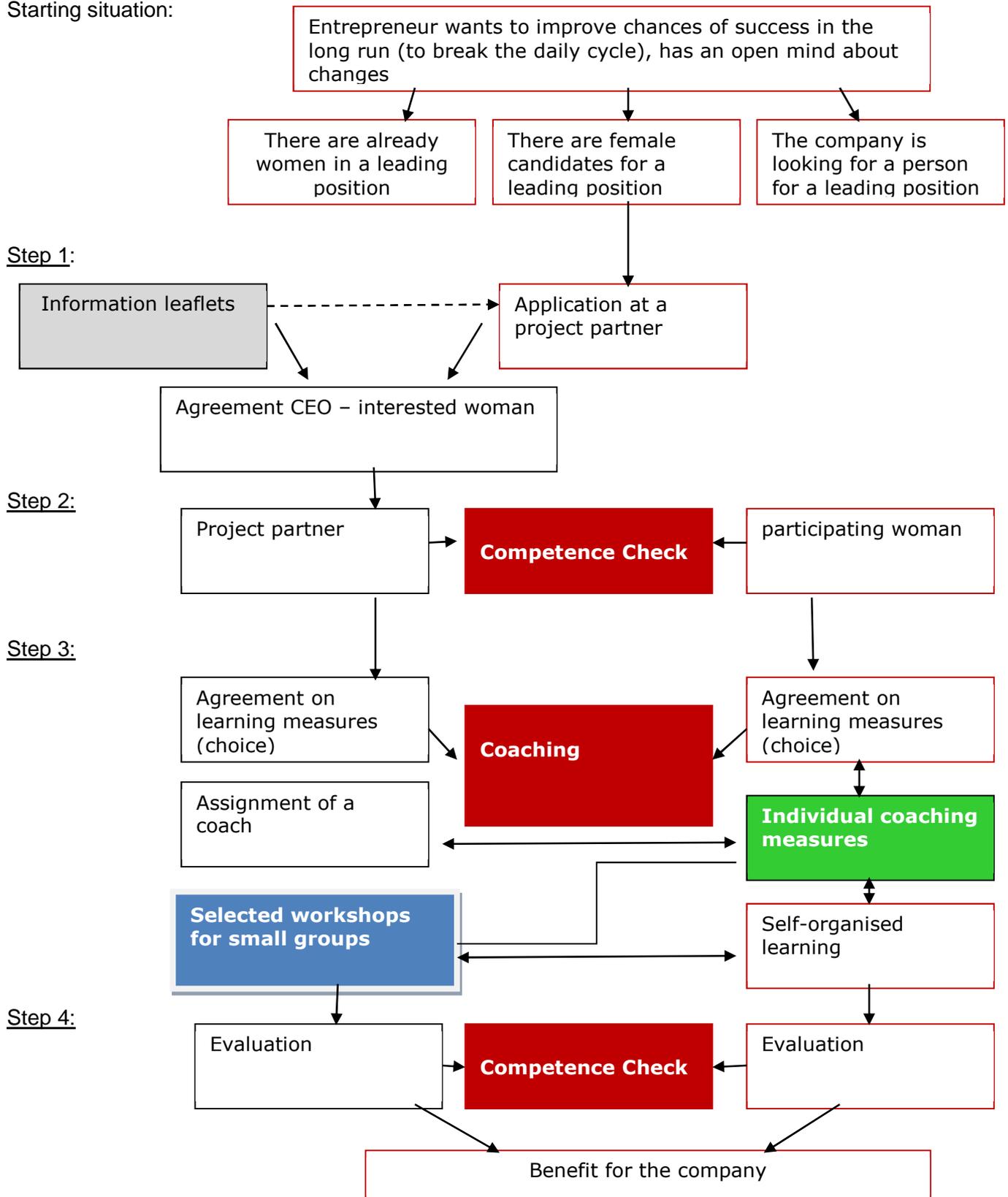
*)See also:

- Gallup-Study 2004 „Women are different – Men too!“ Seven differences between men and women in leadership behavior (extract attached)

**) EU project, funded with the support of the European Commission 2009 - 2011, realised in EU partner countries, scientific monitoring by anda GbR, see also www.network-FFF.eu

2. The common theme

Starting situation:



Attachment:

Results of the Gallup-Study (2004) „Women are different- Men too!”

Analysis of potentials among 80.000 Americans in a leading position during a timeframe of 35 years

Talents are

Cognitive abilities, which

- ... are genetically determined to some extent
- ... may be influenced by an individual, gender specific socialisation
- ... may lead to different gender specific leading abilities

Categories of talents are:

- The talent for one's own accord - why do I do things, what motivates me and makes me getting on
- The talent for making concepts – how to put things into practice and what are the ideas behind
- The talent for relationship – who do I communicate with and how do I do this

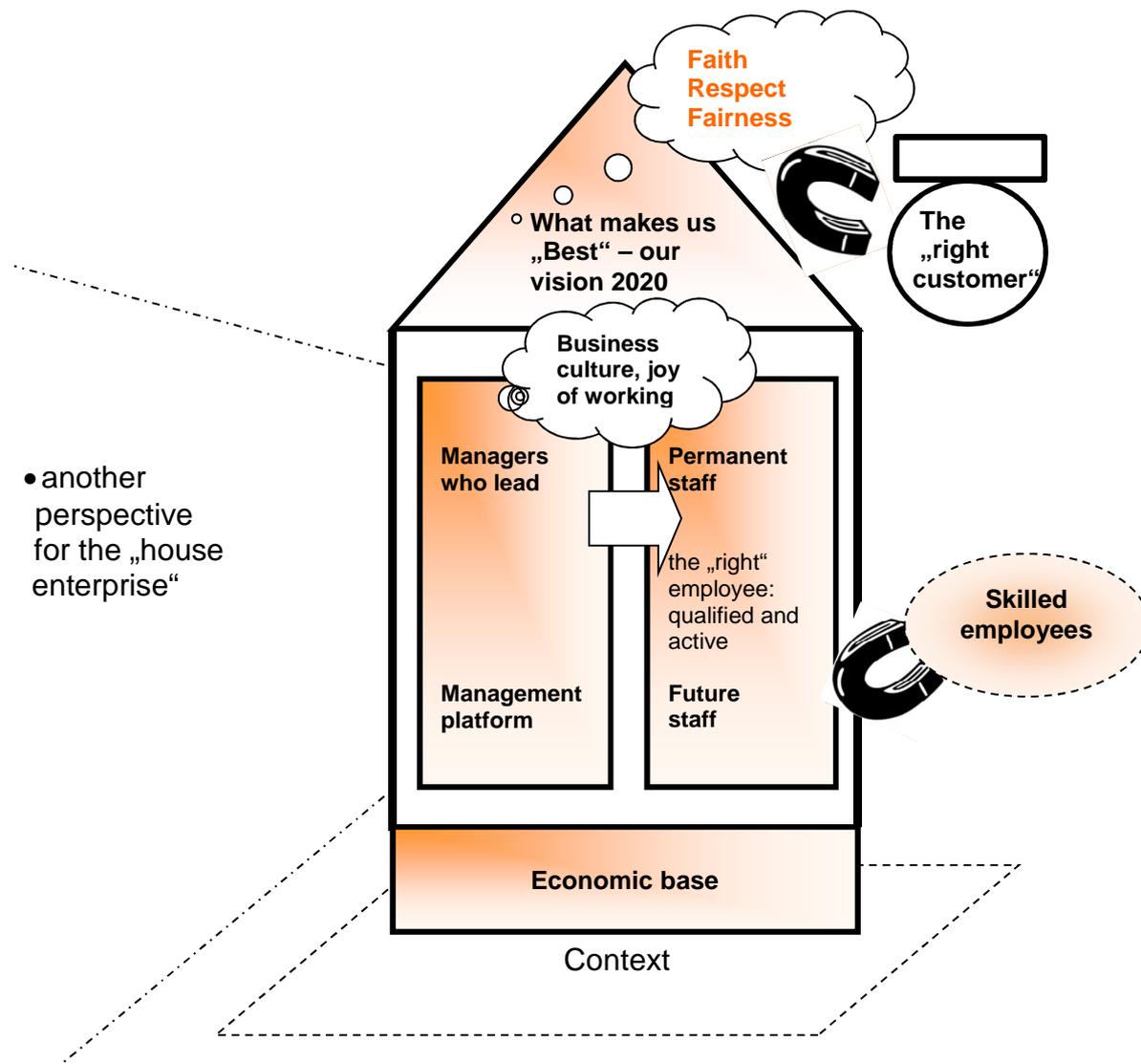
Categories of difference are:

1. Self-Presentation
2. Competition
3. Aggression
4. Motivation for leadership
5. Willingness to help
6. Style of communication and choice of language
7. Willingness to change and adapt

Coaching Model

for women in a leading position and those intended for a leading position

“House Model” with “Fairness to Success”



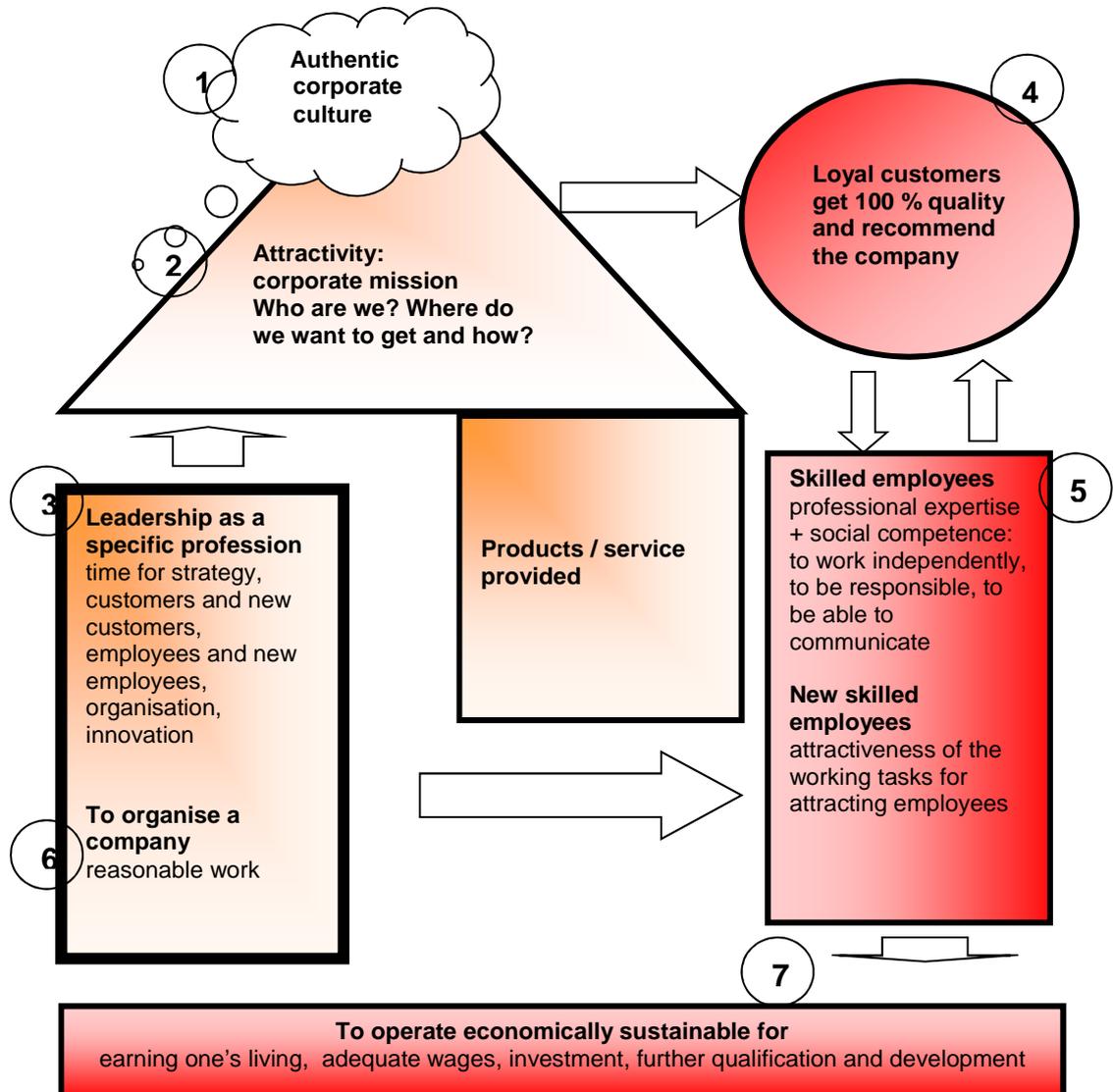
Fairness means:

- Long-term stability rather than short-term profit
- Courageous goals, belief in one’s own strength
- Culture of humanity

Success is:

- Making money by reasonable work
- Employers and employees feel fine

Modules of the House Model:



Module 1:

Competence to create a business culture, that promotes joy of working

1. Requirement profile:

Women make use of their natural aptitude to create / maintain / develop a motivating corporate culture, they do everything to feel comfortable (a person in a comfortable environment will be a good one in a job)

2. Subjects of coaching:

1. With fairness to success – to be good and to make it to the top
2. Corporate culture – soft factors and tough consequences
3. Respect and trust as an economic factor
4. Self-management and life balance
5. Communication

Content:

Communicating the mentality of „Corporate Culture“, which is also part of CSR (Corporate Social Responsibility) within the international context or most recently CR (Corporate Responsibility).

3. Measures of coaching (e.g.):

- Workshop „Corporate culture“, small groups, 1-2 days
- Self-management and life balance, small groups, 1-2 days

4. References for self-study, for instance:*)

- ISO 26000: 2010 Guidance on social responsibility

Ken Blanchard, and Sheldon Bowles

- ***GungHo!*** is an invaluable management tool that outlines foolproof ways to increase productivity by fostering excellent morale in the workplace
- ***Raving Fans*** teaches how to define a service vision, learn what a customer really wants, institute effective systems, and make stunning customer service a competitive advantage—not just another “flavor of the month” program.

Stephen M.R. Covey

- **The speed of trust**, 2006 by Free press, Simon & Schuster USA, YouTube videos

Project: *Competence instead of quota: Women as supporters for success by fairness*

Stephen C. Lundin; Harry Paul, John Christensen

- “Fish” books and videos on You Tube

Dr. Josef Murphy

- Books and videos on You Tube

W. Edwards Deming

- TQM Total Quality Management

*) available in German language as supplement to the German start version;
will be completed by partners' resources

Module 2: Competence for becoming one of the best

1. Requirement profile:

Women develop visionary thinking. They consider aspects of the whole company to make their company successful in the long-term.

Particular competence: Totalbusiness thinking instead of personal goals

2. Subjects of coaching:

1. Long-term orientation of companies
2. Definition of measurable goals
3. Development of a corporate mission
4. Innovation, creativity
5. Conceptional work
6. Thinking strategically

Content:

Methods for business women in the widest possible sense: to define a faire way of leadership, to focus on long term profit rather than short term profit, visionary goals, continuity and change, the courage to rethink towards long term business success

3. Measures of coaching:

- Workshop on long-term orientation of companies, ½ - 1 day

4. References for self-study, for instance:

- **Jim Collins** „good to great” and other books plus videos on You Tube
- **Jim Collins / Jerry I. Portas** “Built to last, successful habits of visionary companies” and other books and videos of Jim Collins on You Tube
- **Daniel Goleman** books like „Emotional Intelligence, Primal leadership” and other, videos on You Tube
- **Niels Pfläging**: Führen mit flexiblen Zielen

Module 3: Leadership skills for achieving success by fair means

1. Requirement profile:

Participants realise leadership as a specific profession and as a prerequisite to produce excellent results with active employees. The women's strengths are a rather communicative and situational style of leadership. They usually have potentials to improve their power to push things through. Participants get the feeling of setting priorities and of planning their time realistically.

2. Subjects of coaching:

1. The result-driven way of working
2. To take responsibilities
3. To set goals
4. To delegate tasks
5. To motivate employees
6. To take decisions
7. To think and to act systemically

Content:

To define structures and responsibilities on the basis of clear rules, to take decisions, to agree on motivating goals, methods of leading people, to combine the culture of trust and leadership, to control results (don't control people), to encourage employees to deliver top performance

3. Measures of coaching:

- Workshop on structured goal-setting, ½ - 1 day
- Trainings in moderation, small groups, 2 x 4 hours

4. References for self-study, for instance:

Ken Blanchard

- The One Minute Manager (book series) Everyone's A Coach and other

- **Tom Peters** management theory - books

- **Tom Peters and Robert Waterman** "In search of excellence"

- **Dale Carnegie** "Managing through people" and other books and videos

Module 4: Expertise to the „right customer“

1. Requirement profile:

Participants understand their role in identifying and maintaining loyal customers. They learn about modern management tools which enable them to practice personal communication in Referral Marketing.

2. Subjects of coaching:

1. What is customer loyalty?
2. Orientation towards loyal customers in the long-term
3. Corporate culture as a prerequisite for customer loyalty
4. Every employee contributes a substantial part
5. Analysis of customers and markets
6. Referral Marketing
7. To build up networks

Content:

Development of customer relations at eye level. Respect for each other is a prerequisite for good customer relations. The customer isn't "King" but a guest whose needs we want to satisfy completely.

3. Measures of coaching:

- Customer communication, workshop, ½ - 1 day
- Referral Marketing, workshop, ½ day

4. References for self-study, for instance:

- **Story telling marketing**, books and videos Internet
- **Customers satisfaction**, books and videos Internet
- **Customers, right and responsibilities – Office of fair trading**
- **Future trend: Referral Marketing**
- **FORBES Work in Progress Career talk for women**
How to write Brand Stories that Build Emotional Connections
Learn the four key steps used by the world's most powerful brands to writing brand stories that evoke emotions and build brand trust

Module 5: Expertise to the „right employee“ who is qualified and emotionally attached to the company

1. Requirement profile:

Participants understand personnel decisions as the most important factor for business success. They learn to take time for the right decision. They get to know methods which enable them to attract and to retain the “right employees” fitting in with the goals of the company in the long term.

2. Subjects of coaching:

1. Job description
2. To find the „right employee“
3. Long-term human resources planning
4. Staff recruitment
5. Recruiting management
6. The CIP – philosophy (Continuous Improvement Process)
7. Methods of brainstorming
8. Improvement teams, projects
9. Team meetings, quality circles, improvement projects
10. To create a motivating environment
11. To delegate and to centralise
12. Criticism and praise
13. Barriers in communication
14. Performance evaluation and further education

Content:

Recruitment of the “right” employees, methods of acquisition of employees, measures and methods for a motivating way of leadership, methods of evaluation

3. Measures of coaching:

- Leadership with flexible goals, workshop, ½ - 1 day
- Team work, workshop 1 – 2 days

4. References for self-study, for instance:

- **Susan M. Heathfield**
Employee Satisfaction Human Resources Guide
- **CIP – Continuous Improvement Process**
Memory jogger – tools for Continuous Improvement
W. Edwards Deming
The deming circle
The plan-do-check-act cycle is a four-step model for carrying out change. Just as a circle has no end, the PDCA cycle should be repeated again and again for continuous improvement.

Module 6

Skills to organize in a fair way and to encourage employee performance

1. Requirement profile:

Participants acquire competences for creating and maintaining performance enhancing organizational structures which prevent cost drivers and energy loss. Participants learn to take decisions and to define a basic structure of processes. They understand that innovation as an important factor for success even in small companies needs a creative environment.

2. Subjects of coaching:

1. To organise, to set priorities, to find structures
2. Quality management
3. Management of processes
4. Management of projects
5. Market knowledge and professional expertise
6. Knowledge of data processing
7. Internal audits for small and medium sized companies

3. Measures of coaching:

- Quality management lived in a company according to DIN EN ISO 9000 ff, workshop 1-2 days
- To assign responsibilities, KVP – methods - review (statistical methods, techniques for problem solving, risk analysis, PDCA-cycle etc.), workshop 1-2 days

4. References for self-study, for instance:

- EN ISO 9001: 2008, ISO 9004 “Quality Management Systems”
- W. Edwards Deming “Out of Crisis”
- Process Improvement & Lean Six Sigma Toolbox (MoreSteam.com)
- Keith Harrison-Broninski, Human Interactions: The Heart and Soul of Business Process Management
- Project Management – project management, tools, process, plans and project planning tips (businessballs.com)

Module 7

Expertise related to the commercial base of the company

1. Requirement profile:

The participants develop a common understanding for corporate controlling systems. Based on measurable objectives these systems contribute to a joint understanding for the fulfillment of working tasks. Economic targets have been set, e.g. figures concerning attractiveness, liquidity, innovation, the need for profit ...

2. Subjects of coaching:

1. Mutual trust stands for control! Check results, don't control employees.
2. Analysis of situations, economic concepts, cost center planning
3. Budget/actual comparisons
4. Overall control, planning, risk management
5. What does a customer pay for?
6. Cost control, result control
7. Project controlling as part of corporate controlling

3. Measures of coaching:

- Strategic controlling, workshop, ½ - 2 days
- Evaluation tools, workshop, ½ - 1 day
- What does a customer pay for? workshop, 1 day

4. References for self-study, for instance:

- Strategic Controlling Tools, tools for an integrated controlling, examples of controlling instruments, internet
e.g. Balanced Scorecard, Portfolio Analysis, Gap Analysis, Analysis of Strengths and Potentials
- Tools for figure analysis, simple tools for economic interrelations, e.g.
Michael Brassard, Lynda Finn, Dana Ginn et al. „The Six Sigma Memory Jogger“; „A Pocket Guide of Tools for Six Sigma Improvement Teams“; “Beyond Budgeting”

Extra module: Personal development and self-management

1. Requirement profile:

Participants understand that personal commitment and taking into account a person's strengths is rather successful than analysing faults and preventing deficiencies.

2. Subjects of coaching:

1. Personal development
2. Self motivation
3. Management of time is management of personality
4. Rhetoric
5. Impact and effectiveness of one's own personality at the workplace
6. Personal strengths and potentials
7. The power of thinking
8. Change of awareness
9. New strategies of behaviour

3. Measures of coaching:

- Trainings in communication, small groups, 1-2 days
- Professional rhetoric, small groups, 1-2 days
- Presentation and moderation, small groups, 1-2 days

4. References for self-study, for instance:

- **Ronda Byrne** „The secret” books and videos internet
- **Susan Hethfield** “ Coaching tips for managers “ book internet, presentation skills, books internet communication management, books and videos internet, How to find a job that makes you feel alive.
- **FORBES Work in Progress Career talk for women:**
How do some people find jobs that ignite their passions, while others seem to end up working for the weekend? This research holds the key.
- **The Multitaskers' Guide to being more present.**
Top experts advocate that being present equals more satisfaction and success in life. But how does an avowed and successful multitasker manage that with so much to do?

Competence Check

Assessment of the women's ability to implement the idea of „Success by fairness“

Personal details	
Full name:	
Email address:	
Date of birth:	
Highest level of education:	
Selected coach:	
<input type="checkbox"/> a) employee Name and address of the company: Branch: Turnover: Number of employees: Position (currently/planned):	
<input type="checkbox"/> b) trainee Name and address of the company:	
<input type="checkbox"/> c) between jobs	
Management experience?	
Remarks:	

Date and Place

Signature

Competence Check

Profile of expertise and subjects of coaching							
Self-reporting by participant woman	Please judge your skills!	Level 1-2: Do you want to improve your skills?			Level 3-6: From your point of view: What are the chances to improve your skills?		
Level	Excellent.....None ① ② ③ ④ ⑤ ⑥	No ☺	Yes ☺	Possibly ☹	Very good ☺	Average ☹	None ☹
1. Competence to create a business culture that promotes joy of working.							
a) I trust myself and I show that.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
b) I trust other people and I am able to let off.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
c) I am enthusiastic and I am able to carry somebody along.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
e) I create a pleasant working atmosphere.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
f) I am open to change.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
g) The job and my private life are well balanced.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
Result:	Average: _____	Sum: __ __ __			Sum: __ __ __		
Subjects of coaching:							

Competence Check

Profile of expertise and subjects of coaching							
Self-reporting by participant woman	Please judge your skills!	Level 1-2: Do you want to improve your skills?			Level 3-6: From your point of view: What are the chances to improve your skills?		
Level	Excellent.....None ① ② ③ ④ ⑤ ⑥	No ☺	Yes ☺	Possibly ☹	Very good ☺	Average ☹	None ☹
2. Competence for becoming one of the best							
a) I believe in long-term success.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
b) I am able to develop visionary thinking.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
c) I have a joined-up thinking.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
d) I am able to set priorities.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
e) I am able to develop strategies.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
f) I am innovative and creative.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
g) I am able to analyse.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
Result:	Average: _____	Sum: __	__	__	Sum: __	__	__
Subjects of coaching:							

Competence Check

Profile of expertise and subjects of coaching							
Self-reporting by participant woman	Please judge your skills!	Level 1-2: Do you want to improve your skills?			Level 3-6: From your point of view: What are the chances to improve your skills?		
Level	Excellent.....None ① ② ③ ④ ⑤ ⑥	No ☺	Yes ☺	Possibly ☹	Very good ☺	Average ☹	None ☹
3. Leadership skills for achieving success by fair means							
a) I like to take responsibility.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
b) I am able to set and to delegate responsibilities.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
c) I am able to take decisions.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
d) I am able to set goals.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
e) I am able to check results. (not persons)	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
f) I am able to push something through.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
g) I am able to honour personal performance.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
Result:	Average: _____	Sum: __	__	__	Sum: __	__	__
Subjects of coaching:							

Competence Check

Profile of expertise and subjects of coaching							
Self-reporting by participant woman	Please judge your skills!	Level 1-2: Do you want to improve your skills?			Level 3-6: From your point of view: What are the chances to improve your skills?		
Level	Excellent.....None ① ② ③ ④ ⑤ ⑥	No ☺	Yes ☺	Possibly ☹	Very good ☺	Average ☹	None ☹
4. Expertise to the „right customer“							
a) I am able to assess a customer's needs and projects.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
b) I usually choose the „right customer“.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
c) I like to recommend those who do a good job.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
d) I am good at communicating and at maintaining contacts.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
e) I like to approach people.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
f) I usually keep promises.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
g) I am good at making presentations.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
Result:	Average: _____	Sum: __	__	__	Sum: __	__	__
Subjects of coaching:							

Competence Check

Profile of expertise and subjects of coaching							
Self-reporting by participant woman	Please judge your skills!	Level 1-2: Do you want to improve your skills?			Level 3-6: From your point of view: What are the chances to improve your skills?		
Level	Excellent.....None ① ② ③ ④ ⑤ ⑥	No ☺	Yes ☺	Possibly ☹	Very good ☺	Average ☹	None ☹
5. Expertise to the „right employee“ who is qualified and emotionally attached to the company							
a) I am able to attract those employees who have the right attitude.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
b) I am able to recognize and to apply one's individual strengths.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
c) I can pass on information openly.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
d) I am able to listen actively and to admit mistakes.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
e) From my point of view, all employees are of equal worth.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
f) I support courage to change.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
g) I am able to recognize and to solve conflicts.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
Result:	Average: _____	Sum: __ __ __			Sum: __ __ __		
Subjects of coaching:							

Competence Check

Profile of expertise and subjects of coaching							
Self-reporting by participant woman	Please judge your skills!	Level 1-2: Do you want to improve your skills?			Level 3-6: From your point of view: What are the chances to improve your skills?		
Level	Excellent.....None ① ② ③ ④ ⑤ ⑥	No ☺	Yes ☺	Possibly ☹	Very good ☺	Average ☹	None ☹
6. Skills to organize in a fair way and to encourage employee performance							
a) I am able to assign tasks, competencies and responsibilities clearly.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
b) I am able to plan and to organize.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
c) I am able to establish clear structures and to work in a structured way.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
d) I understand all complex interrelations.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
e) I am able to provide family-friendly working conditions.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
f) I provide creative and innovative organisational structures.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
g) I am able to engage in fair partnerships.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
Result:	Average: _____	Sum: __ __ __			Sum: __ __ __		
Subjects of coaching:							

Competence Check

Profile of expertise and subjects of coaching							
Self-reporting by participant woman	Please judge your skills!	Level 1-2: Do you want to improve your skills?			Level 3-6: From your point of view: What are the chances to improve your skills?		
Level	Excellent.....None ① ② ③ ④ ⑤ ⑥	No ☺	Yes ☺	Possibly ☹	Very good ☺	Average ☹	None ☹
7. Expertise related to the commercial base of the company							
a) I recognize the main and important parameters for business success.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
b) I am able to evaluate the company as "a system".	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
c) I am able to interpret figures / data / facts and to recognize interrelations between them.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
d) I am able to openly share figures and results.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
e) I have commercial and business knowledge.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
f) I am familiar with the basic methods of controlling.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
g) I have a reliable knowledge of data processing.	① ② ③ ④ ⑤ ⑥	☺	☺	☹	☺	☹	☹
Result:	Average: _____	Sum: __ __ __			Sum: __ __ __		
Subjects of coaching:							

Competence Check

Decision on coaching measures			
Assessing the competences for leadership and evaluation of chances to improve skills			
Competence	Average section A	Number section C	Coaching* the modules
		  	Yes No
1 Competence to create a business culture that promotes joy of working			
2 Competence for becoming the best			
3 Leadership skills for achieving success by fair means			
4 Expertise to the „right customer“			
5 Expertise to the „right employee“			
6 Skills to organize in a fair way and to encourage employee performance			
7 Expertise related to the commercial base of the company			
General decision on coaching:			
Subjects:			

*decision on coaching concerning the particular module:

> 1  and / or > 5  → no coaching recommended

