Build your Career: Tools of the Trade

Stanley Quek Theatre, TBSI, Trinity College
21 September 2016
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Commercial Director, IMI
Ms Geraldine Ruane

Chief Operating Officer, Trinity College Dublin
4 Leadership Seminars 2016/17

1. Build your Career
2. Leadership & Change Management
3. Effective Communication for Leaders
4. Ethics, Values & Corporate Responsibility
Build your Career

Build your Career: Tools of the Trade

Joint Initiative with 30% Club
Build your Career

- Confidence
- Self-Awareness
- Don’t be Afraid to Ask
- Lifelong Learning
- Collaboration
Dublin’s Creative Incubator

Creative spaces
Collaboration

– Trinity’s location is particularly significant because Ireland is European headquarters to:
  – 9 of the top 10 global software companies,
  – 9 of the top 10 US technology companies;
  – 15 of the top 20 MedTech companies and,
  – 7 of the top 10 industrial automation companies.
– The World Bank lists Dublin as one of the top 10 places in the world to do business.
– Trinity is at the centre of a growing European innovation hub which has great advantages as it enables us to partner with some of these organisations and ignite real change.
“Create a vision and never let the environment, other people’s beliefs, or the limits of what has been done in the past shape your decisions.”

Tony Robbins
Thank you

date:  
email:  ruanege@tcd.ie  mobile:  01 896 2789
Women in Management:

The Leadership Pipeline
Where are the women leaders?

- Gender Bias
- Lack of Role Models
- Catch 22
- Social Capital Deficit
- Maternal Wall
- Family Responsibilities
Sample Description

- Private company: 71
- PLC: 44
- Commercial state/semi-state: 15
- Other: 3

Respondents n = 133
## Sample Description

<table>
<thead>
<tr>
<th>Sector</th>
<th>Frequency</th>
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<tr>
<td>Financial services</td>
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<td>Professional services</td>
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<td>12.0</td>
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<tr>
<td>Technology</td>
<td>14</td>
<td>10.5</td>
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<tr>
<td>Manufacturing</td>
<td>13</td>
<td>9.8</td>
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<tr>
<td>Transport</td>
<td>12</td>
<td>9.0</td>
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<td>Construction</td>
<td>8</td>
<td>6.0</td>
</tr>
<tr>
<td>Food</td>
<td>7</td>
<td>5.3</td>
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<tr>
<td>Pharma</td>
<td>6</td>
<td>4.5</td>
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<tr>
<td>Retailing</td>
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<td>4.5</td>
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<tr>
<td>Other</td>
<td>24</td>
<td>18.2</td>
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## Sample Description

<table>
<thead>
<tr>
<th>Number of employees</th>
<th>Frequency</th>
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<tr>
<td>&lt;500</td>
<td>47</td>
<td>35.3</td>
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<tr>
<td>500-1000</td>
<td>35</td>
<td>26.3</td>
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<tr>
<td>1000-5000</td>
<td>45</td>
<td>33.8</td>
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<tr>
<td>&gt;5000</td>
<td>6</td>
<td>4.5</td>
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</table>
Managerial Levels

<table>
<thead>
<tr>
<th>CEO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Director</td>
</tr>
<tr>
<td>Manager level 1</td>
</tr>
<tr>
<td>Manager level 2</td>
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</tbody>
</table>
Survey Findings

Gender breakdown across management grades

<table>
<thead>
<tr>
<th>Position</th>
<th>% Female</th>
<th>% Male</th>
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<tbody>
<tr>
<td>Manager Level 2</td>
<td>34.3</td>
<td>65.7</td>
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<tr>
<td>Manager Level 1</td>
<td>29.5</td>
<td>70.5</td>
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<tr>
<td>Executive Director</td>
<td>22.6</td>
<td>77.4</td>
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<tr>
<td>CEO</td>
<td>14.3</td>
<td>85.7</td>
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</table>
Survey Findings

Women in management by organisation type

- PLC Private company
- Commercial state

Survey Findings

Manager Level 2
Manager Level 1
Executive Director
CEO
Survey Findings

Women in management by sector

Survey Findings

Financial services
Professional services
Technology
Transport
Manufacturing

% Female

Manager Level 2
Manager Level 1
Executive Director
CEO

@30percentclubie
www.30percentclub.org
Survey Findings

Women in management by organisation size

Survey Findings
Survey Findings

Women in management by function

Survey Findings
Survey Findings

Women in management and gender of CEO

- CEO female
- CEO male

% Female

Executive Director
Manager
Level 1
Manager
Level 2

Survey Findings
Summary

- Data relies on responses from 133 organisations
- 200,000 people (10% of the total labour force)
- Interested respondents
- Results may give an overly optimistic picture in places
Does the Glass Ceiling still exist?!
1. Expect career impediments that are different from and more difficult than those for men

2. Be aware of the catch 22 and counteract it

3. Ask people to advocate for you

4. Build social capital and social support networks

5. Proactively manage the family-work interface

6. Have confidence in yourself and your abilities!!
Organizational changes...

Buy-in to the business case; engage in the diversity challenge!

1. Acknowledge that cultural stereotypes, organisational culture, and work practices contribute to gender inequality

2. Lead initiatives to tackle unconscious gender bias and promote gender-fair practices:

   Diversity initiatives as core element in business strategy; Transparency and accountability underpinning selection and promotion practices; Selection quotas and talent promotion programs; Mentoring and networking schemes; Flexible work opportunities; Leave entitlements; etc.
A FIRST STEP...

Participate!

For questions, please email

melrona.kirrane@dcu.ie; janine.bosak@dcu.ie
Mr Peter Cosgrove

Director, CPL Resources
How to Network Effectively

21 September 2016
WHY WE DON’T
I don’t have time...
nobody is too busy, it's just a matter of priorities.
What are your major interrupters?

- Email
- Social media
- Compliance
- Interruptions
- Other people
- Irresistible internet links
- Phone alerts
- Unproductive meetings
Turn off Social Alerts
Sitting is the new smoking
What’s the objective

It is not clear what the goal is sometimes...
What we dread about networking

• I have nothing to say
• I don’t know the subject matter
• I don’t know how to go up to people
• I feel a bit stupid
• I am not a natural conversationalist
• I am shy
• I get stuck with the loser every time
• No one talks to me
• I find it awkward/ false
What is/ is not networking

• NOT Selling

• What is it:

  The ability to create and manage professional relationships
Why network

• Information and opportunity
• Build visibility and relationships
• Time to listen and reflect
• Access other peoples knowledge and network
The Biggest problems with networking

• People are in the wrong room

and

• People do not work the room
WHERE TO NETWORK
Reticular Activator

If you do not know what you are looking for, do not be surprised if you do not find it.
Who are you there to meet?

- Make a list of people you want to meet/ who can help you
- NOT “Anyone who can help me in business”
HOW TO NETWORK
First steps

• Plan your route (when to arrive, who to sit with etc)

• Research the group and the dress code

• Business cards

• Read newspapers
• Choose an objective – make it activity based
The fear...

Never compare your inside to someone else’s outside - because you will always lose.
Entering the room...

• Pause and survey the room
• Eye contact and smile
• Maintain Distance
• Ask Permission – Please may I join you?
• “Hi I am FIRST NAME – make it easy
...so look for open groups.

Ref: Book - The Jelly Effect, Andy Bounds
Election 2016: Party leaders appeal to voters ahead of poll

FRANK MCMALLY

Taoiseach has no regrets on passing up November election

Burton fighting for last seat
Adams willing to lead government
Miriam Lord: The Whinge Quartet

A short history of Ireland in 100 whinges and whingers

Dolores O'Riordan told to pay €6,000 over 'air rage' incident

€4,000 for student served chips and detergent at Dublin hotel

Opinion: Which parties are serious about Dáil reform?

Five years ago we had one of the weakest parliaments in Europe; five years later we still do

Enda Kenny backtracks on John McNulty admission

During leaders' debate Taoiseach said he appointed candidate to Imma board

Interference with election posters is 'more intense' this year

Political veterans say 'skulduggery' was always an issue in campaigns

Full Election 2016 coverage
Be interested before you are interesting
Remember…

You are not talking to one person. You are potentially talking to everyone they know.
Help others

What you give out comes back tenfold – if you want referrals – start giving them to others.”
Takeaways

• You will always be busy... so accept invites

• Know who to meet and what you want

• Have an objective

• Prepare to have something to say

• Help others first
Email and online communication miss out on that all important non verbal communication.
“A bad day on the road can be better than a good day in the office”
Thank you

email: peter.cosgrove@cpl.ie
mobile: 087 6200836
twitter: @petercosgrove
‘When people tell me they've learned from experience, I tell them the trick is to learn from other peoples experience’
Warren Buffet
How?

Informal
- Initiated without organisational support
- Driving force usually similarity and attraction
- Mentor and mentee self-select
- Initial emotions positive
- Unstructured meetings as needed
- May be no explicit goals
- Longer-term in duration

Formal
- Initiated by the organisation
- Driving force usually organisational agenda
- Mentor and mentee usually matched by a third party
- Initial emotions often apprehension, awkwardness
- Meeting schedule structured by program facilitator
- Explicit organisational goals
- Usually short-term, with a predetermined end point

Tom William Short, (2013), ‘Workplace mentoring, an old idea with new meaning (part1)’ Development and Learning in Organisations Vol. 28 Iss 1 pp 8 - 11
Why?

For the individual - developing potential
• Judgement
• Drive
• Influence

For the organisation
• Enhanced leadership capability
• Knowledge transfer
• Role modelling/credibility
• Access to experience
• Improve communications
• Employee retention/engagement

Tom William Short, (2013), 'Workplace mentoring, an old idea with new meaning (part1)' Development and Learning in Organisations Vol. 28 Iss 1 pp 8 - 11
Stats and Outcomes

• 91% consider mentoring critical to career advancement
• 60% prefer formal mentoring to informal mentoring – many say they want the added structure to stay focused
• 57% say current organisations doesn’t offer formal mentoring
• Almost 50% have access to a ‘professional development’ budget through work

WXN Womens Executive Network Canadian Survey

• Helps people to cope with the pressures of employment (well being)
• Draw's knowledge and insights from multiple disciplines, theories, multigenerational diverse workforces
• Female role models
• Life stages & Career Transitions
• Sponsorship
"Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence."

Sheryl Sandberg
‘Own your own career, don’t wait for someone to tap you on the shoulder and present an opportunity’

Lynne Doughtie US Chairman & CEO Elect KPMG

Thank you
Orla.nugent@ucd.ie
Ms Cathriona Hallahan
Managing Director, Microsoft Ireland
# My Story

<table>
<thead>
<tr>
<th>Year</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>1986</td>
<td>Microsoft Finance</td>
</tr>
<tr>
<td>1996</td>
<td>Operations centralized the Pre-sales Call Centre's</td>
</tr>
<tr>
<td>2003</td>
<td>Global Customer Partner Experience</td>
</tr>
<tr>
<td>2005</td>
<td>EMEA / Global MBS</td>
</tr>
<tr>
<td>2005</td>
<td>Managing Director of European Operations Centre</td>
</tr>
<tr>
<td>2013</td>
<td>Managing Director of Ireland</td>
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</table>
Professor Andrew Burke

Dean, Trinity Business School
Thank you