



**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

## **Build your Career: Tools of the Trade**

Stanley Quek Theatre, TBSI, Trinity College  
21 September 2016



@30percentclubie

[www.30percentclub.org](http://www.30percentclub.org)



# Ms Siobhan McAleer

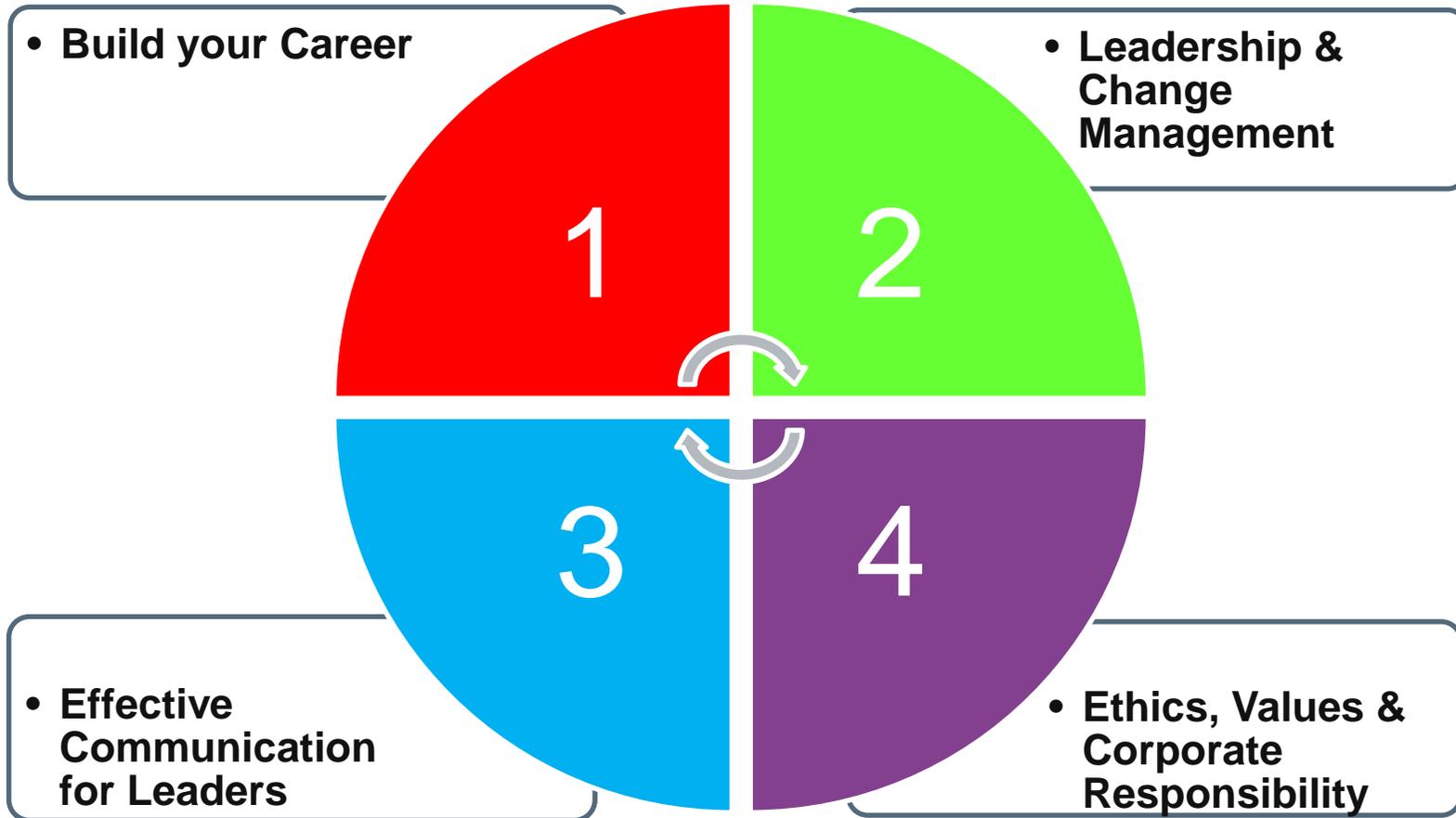
## Commercial Director, IMI



# Ms Geraldine Ruane

**Chief Operating Officer, Trinity College Dublin**

# 4 Leadership Seminars 2016/17



# Build your Career



# Build your Career



Confidence

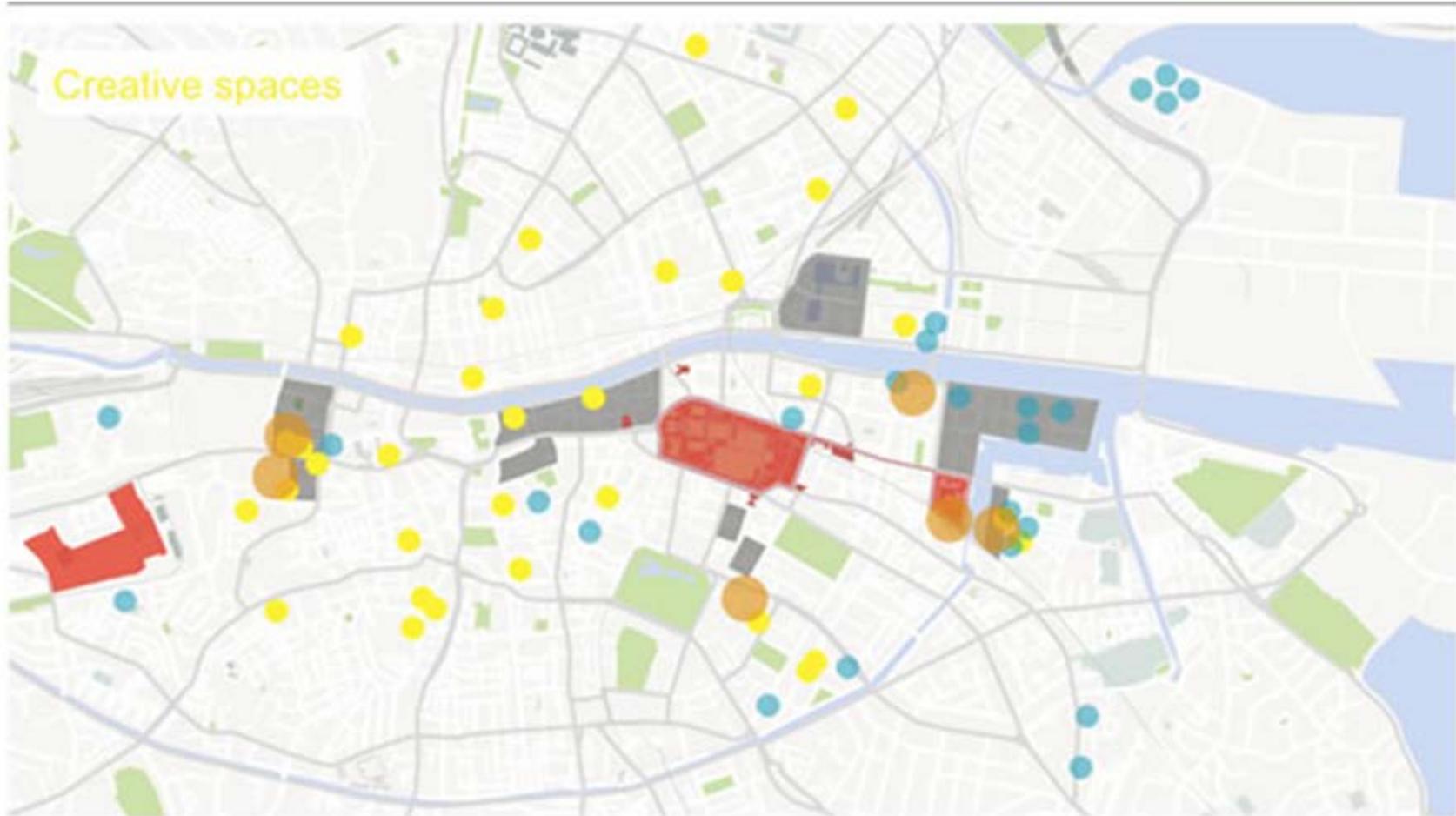
Self-Awareness

Don't be Afraid to Ask

Lifelong Learning

Collaboration

# Dublin's Creative Incubator



# 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

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# Dr Janine Bosak

## Director of Research Leadership & Talent Institute, DCU

# Women in Management:

## The Leadership Pipeline



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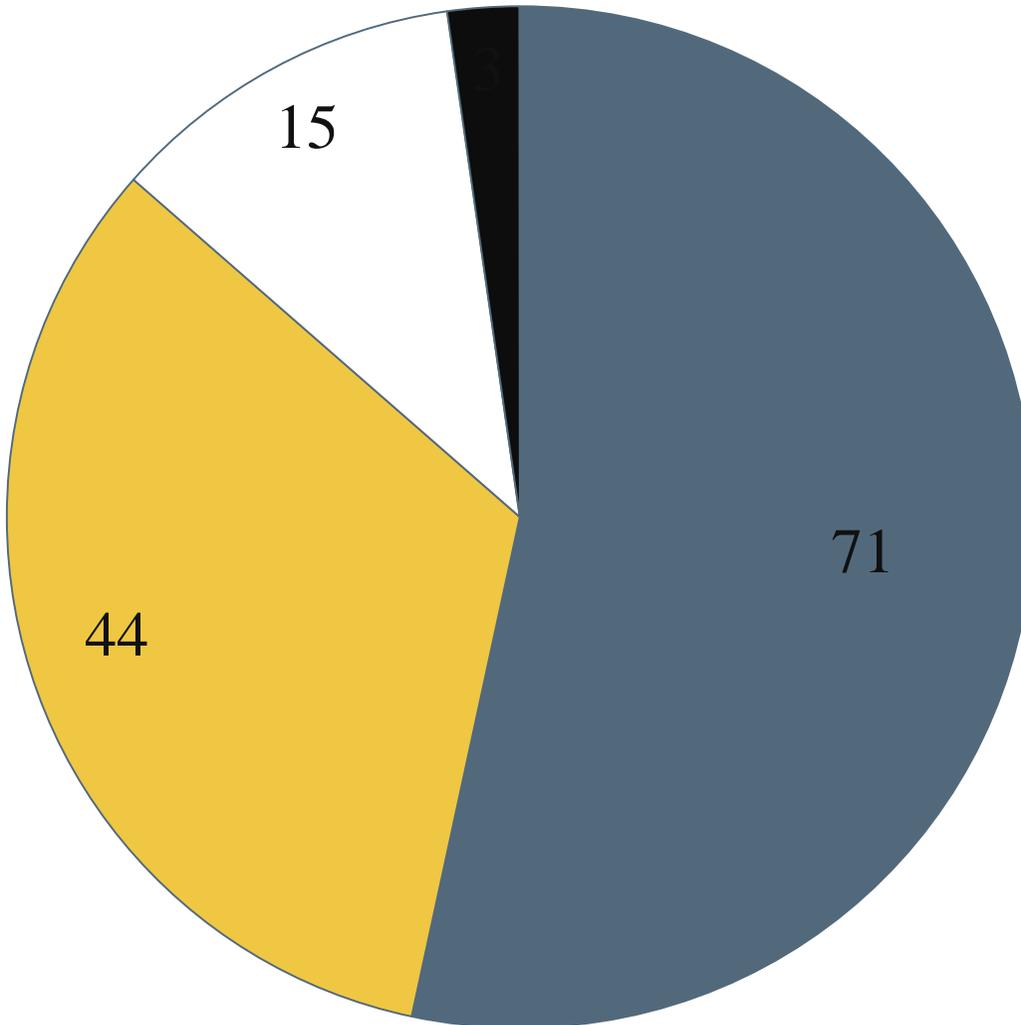
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# Where are the women leaders?



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

# Sample Description



■ Private company

■ PLC

□ Commercial state/semi-state

■ Other

# Sample Description



Sector	Frequency	%
Financial services	25	18.8
Professional services	16	12.0
Technology	14	10.5
Manufacturing	13	9.8
Transport	12	9.0
Construction	8	6.0
Food	7	5.3
Pharma	6	4.5
Retailing	6	4.5
Other	24	18.2

# Sample Description



Number of employees	Frequency	%
<500	47	35.3
500-1000	35	26.3
1000-5000	45	33.8
>5000	6	4.5

# Managerial Levels



CEO

Executive Director

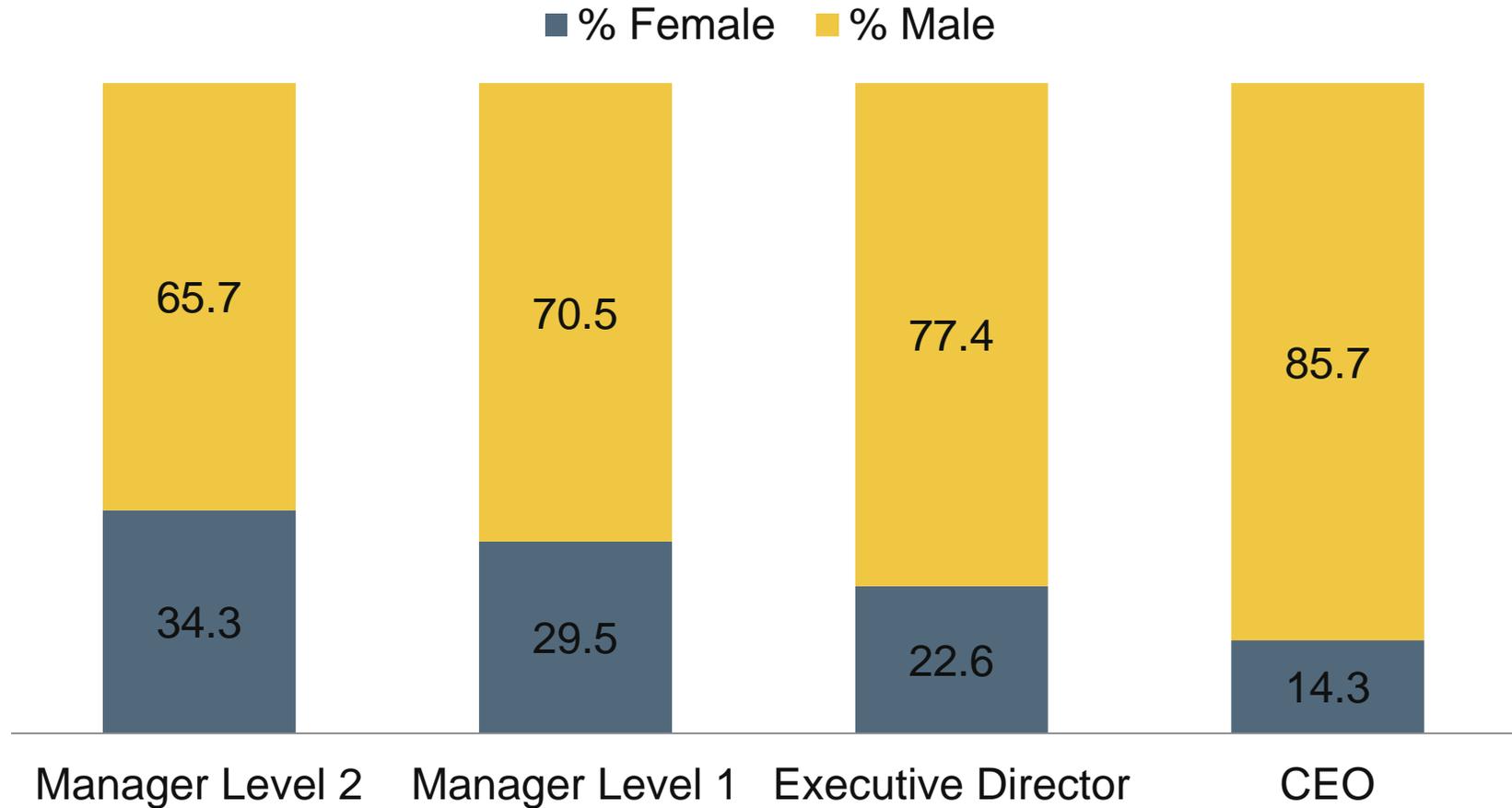
Manager level 1

Manager level 2

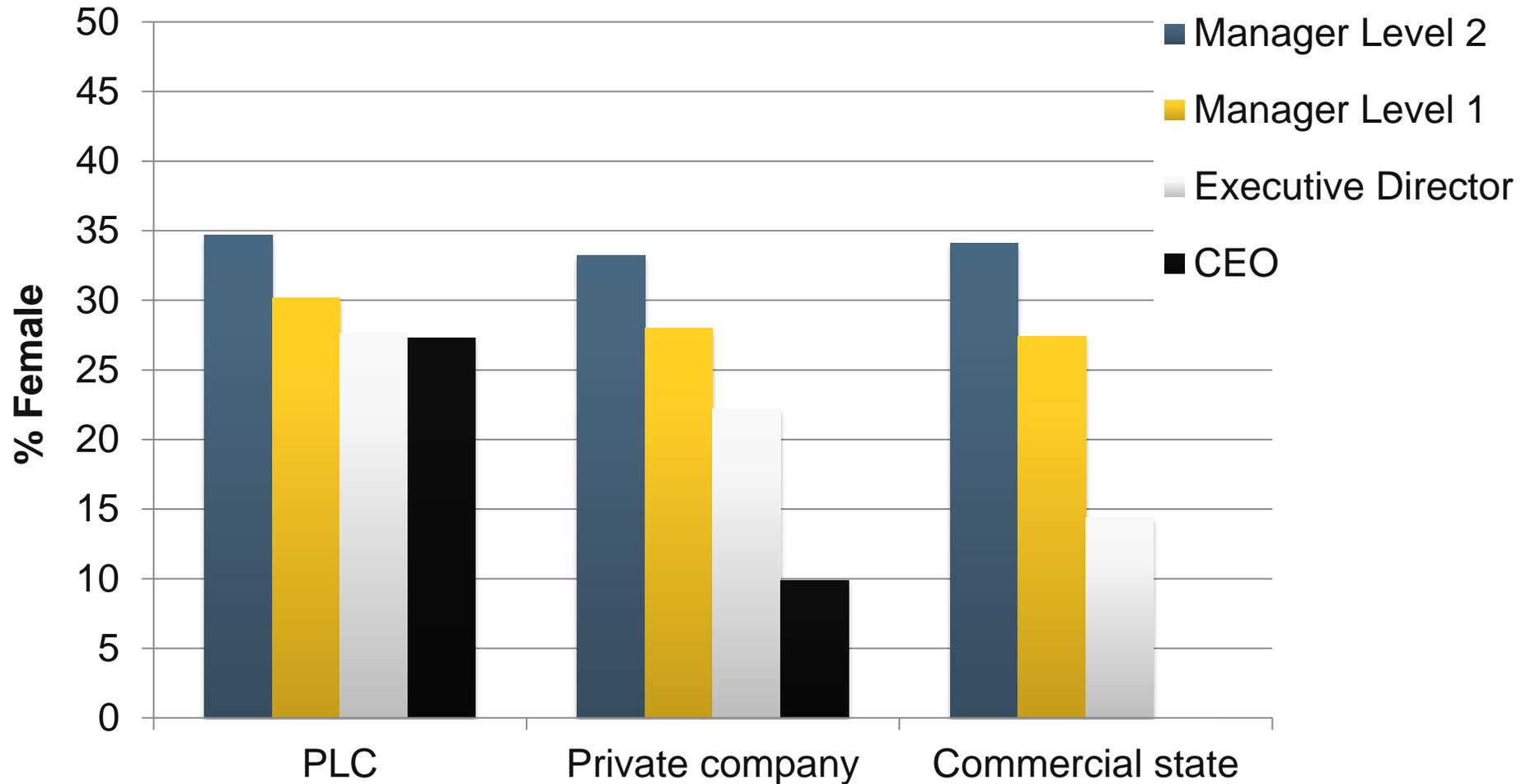
# Survey Findings



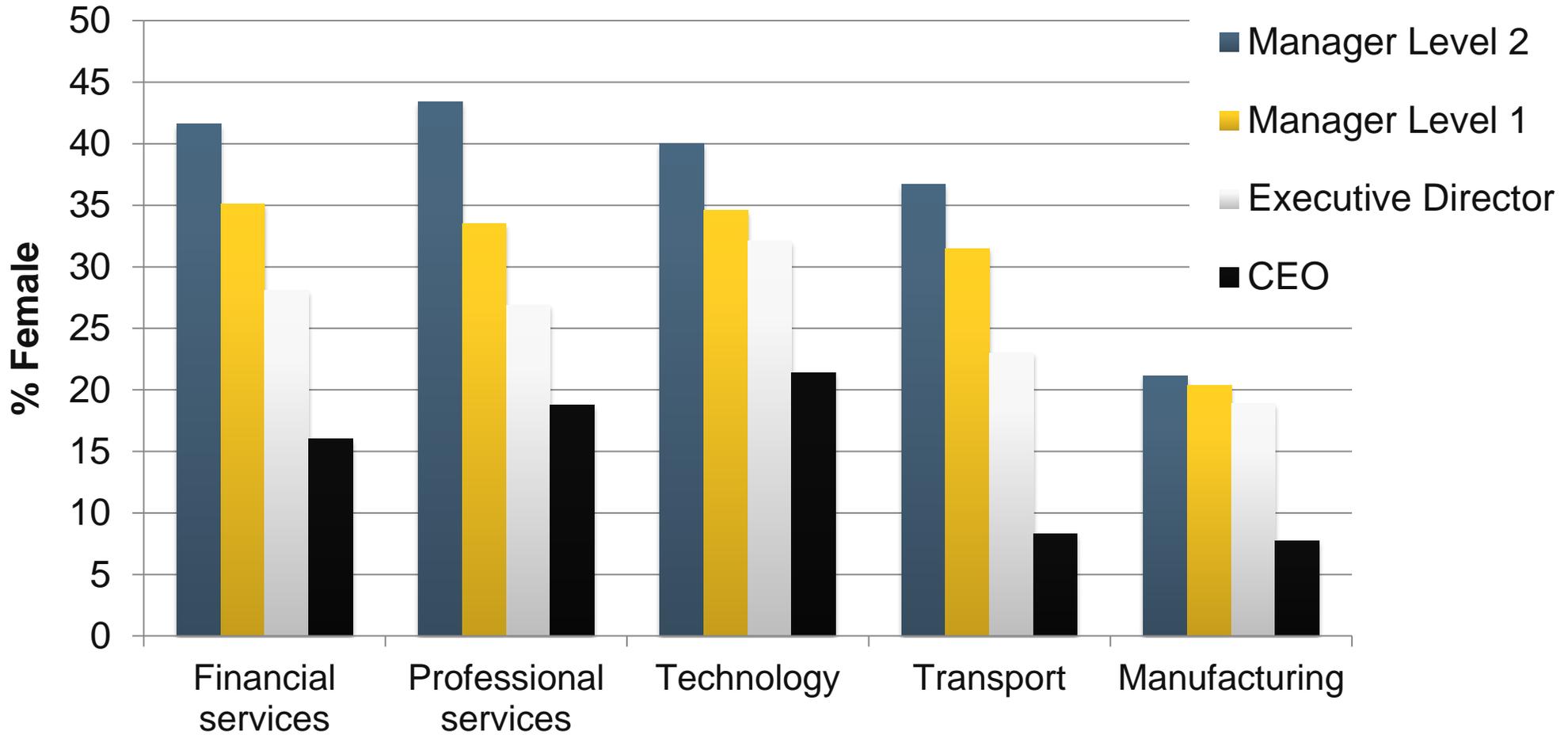
## Gender breakdown across management grades



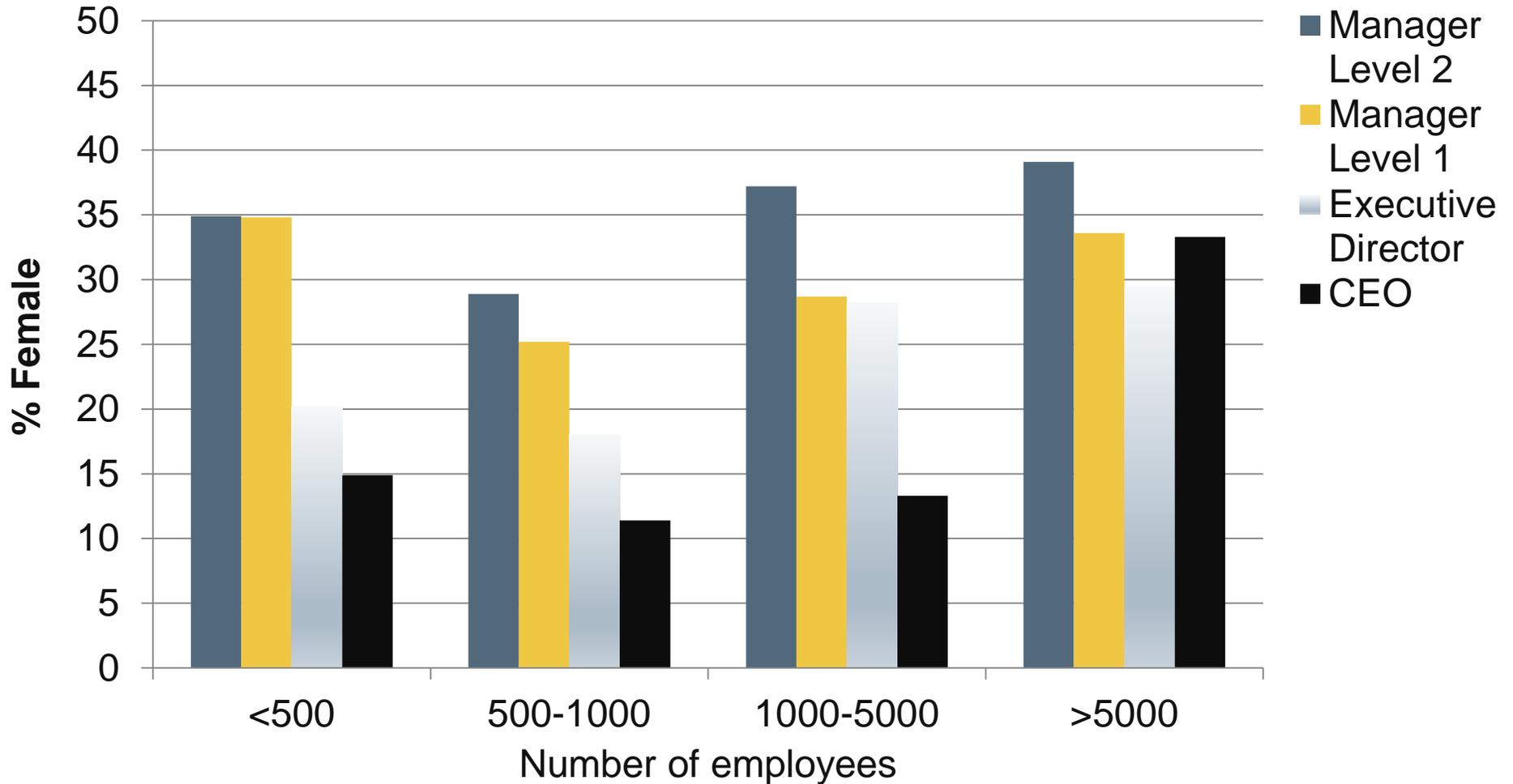
# Survey Findings



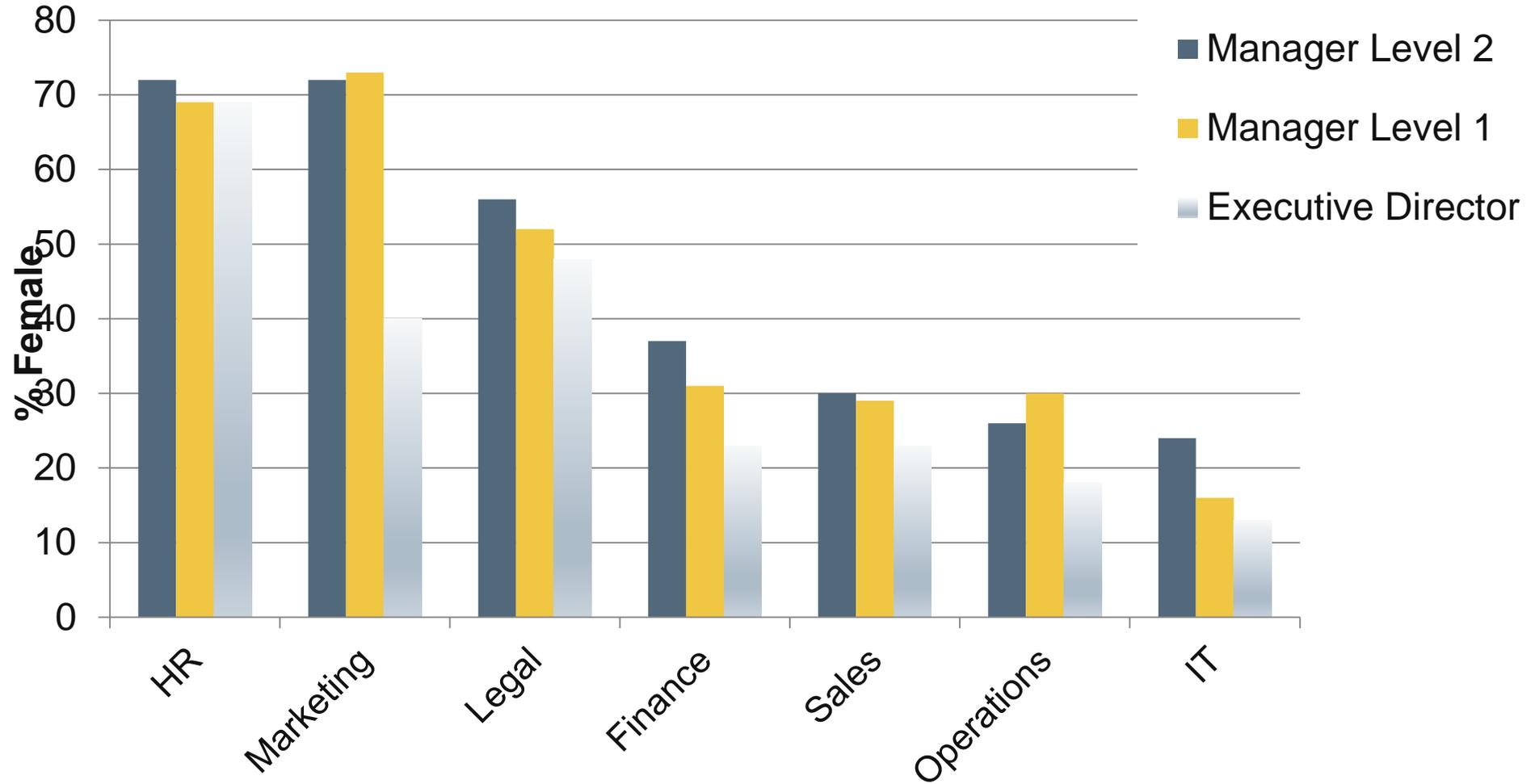
# Survey Findings



# Survey Findings



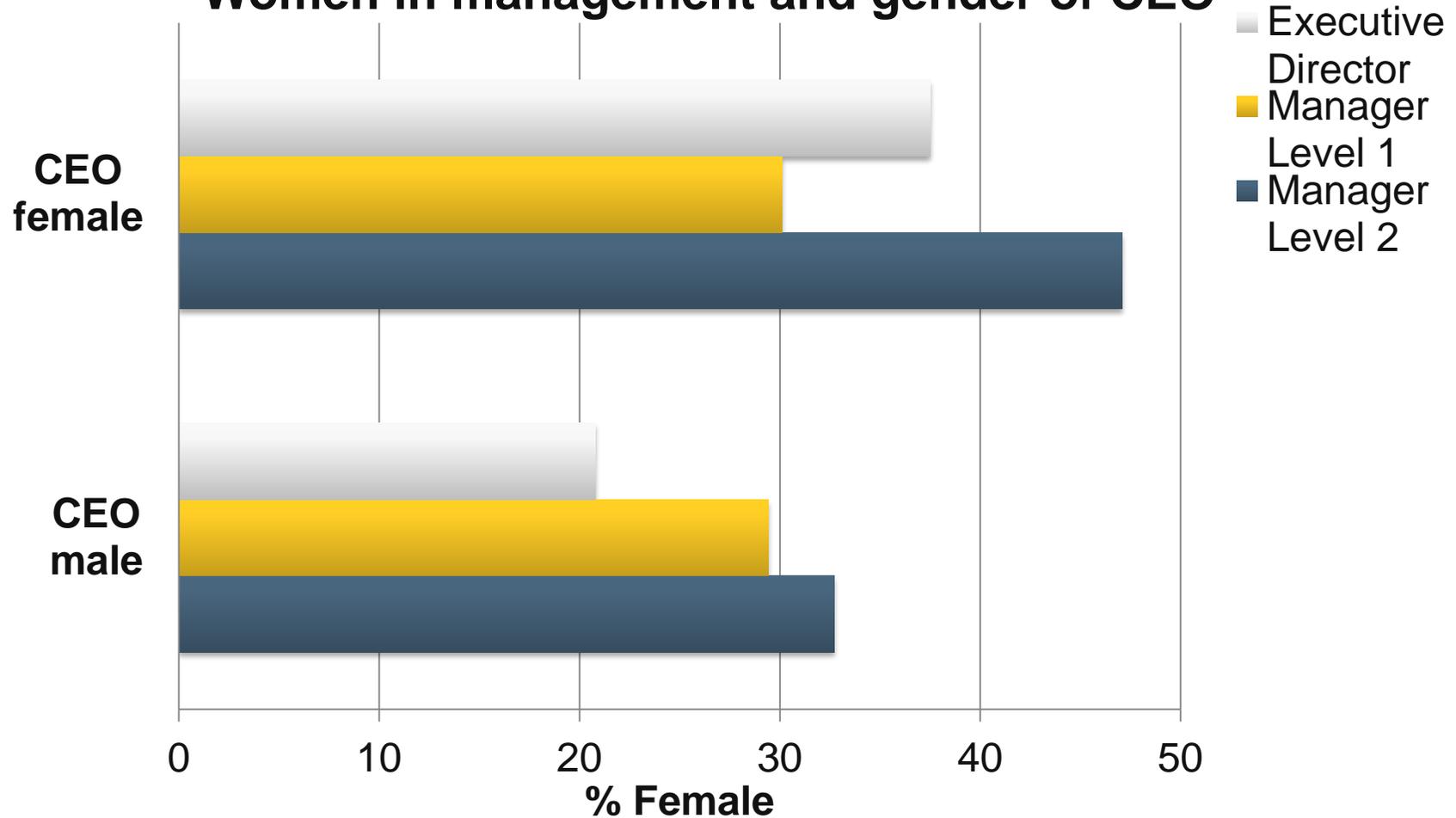
# Survey Findings



# Survey Findings



## Women in management and gender of CEO

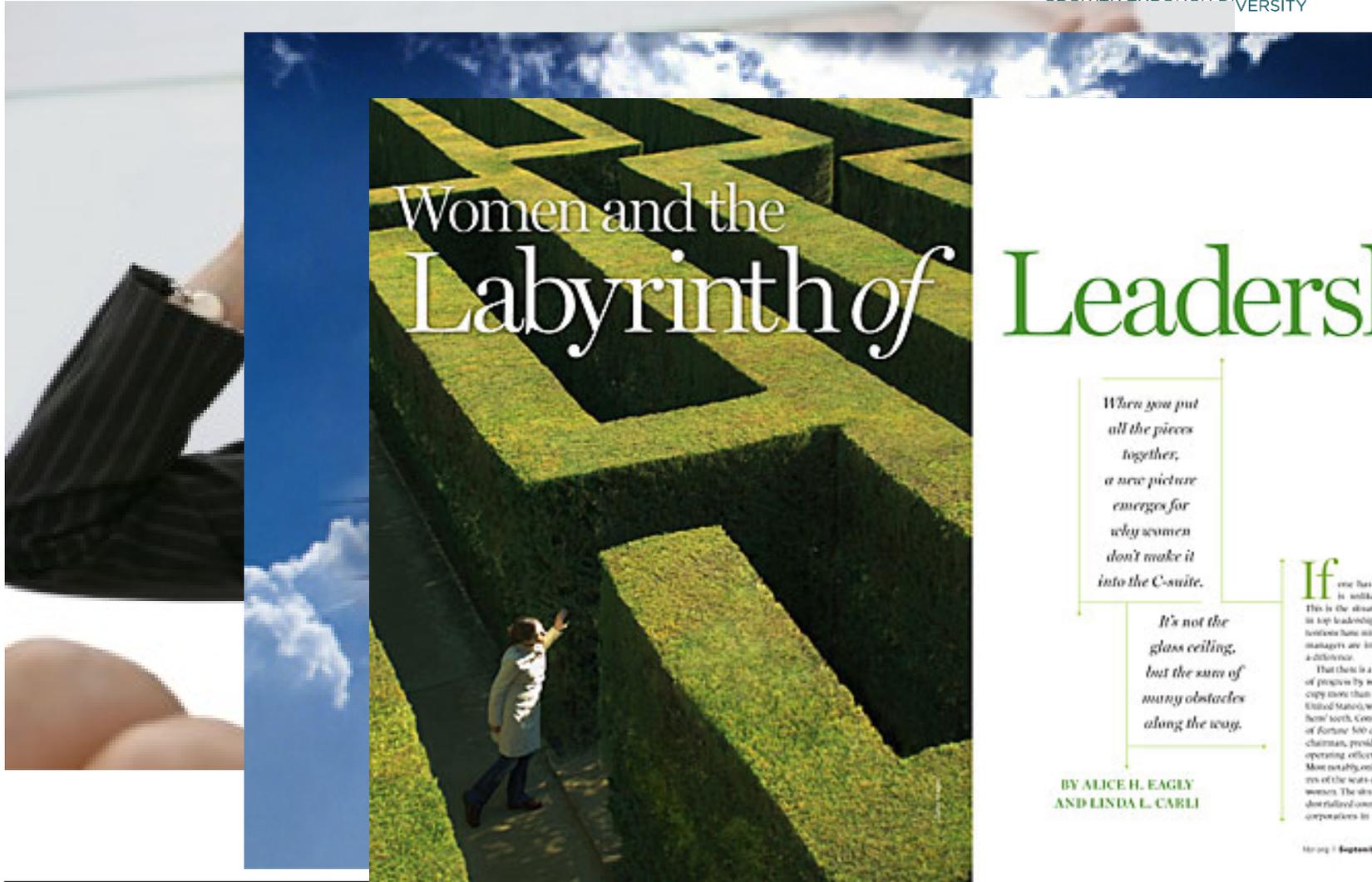


# Summary



- **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?!



## Leadership

*When you put all the pieces together, a new picture emerges for why women don't make it into the C-suite.*

*It's not the glass ceiling, but the sum of many obstacles along the way.*

BY ALICE H. EAGLY  
AND LINDA L. CARLI

**If** one has misdiagnosed a problem, then one is unlikely to prescribe an effective cure. This is the situation regarding the scarcity of women in top leadership. Because people with the best of intentions have misread the symptoms, the solutions that managers are inventing are not making enough of a difference.

That there is a problem is not in doubt. Despite years of progress by women in the workforce they now occupy more than 40% of all managerial positions in the United States, within the C-suite they remain as rare as hen's teeth. Consider the most highly paid executives of Fortune 500 companies — those with titles such as chairman, president, chief executive officer, and chief operating officer. Of this group, only 6% are women. Most notably, only 2% of the CEOs are women, and only 1% of the seats on the boards of directors are held by women. The situation is not much different in other industrialized countries. In the 50 largest publicly traded corporations in each nation of the European Union,

Harvard Business Review | September 2007 | Harvard Business Review 49

# Lean In...



- 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

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# Mr Peter Cosgrove

## Director, CPL Resources



**Trinity College Dublin**  
Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

# How to Network Effectively

21 September 2016



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[www.30percentclub.org](http://www.30percentclub.org)

**WHY WE DON'T**



NOBODY IS  
TOO BUSY,  
IT'S JUST A  
MATTER OF  
PRIORITIES.

# What are your major interrupters?

**Email**

**Other people**

**Irresistible internet links**

**Social media**

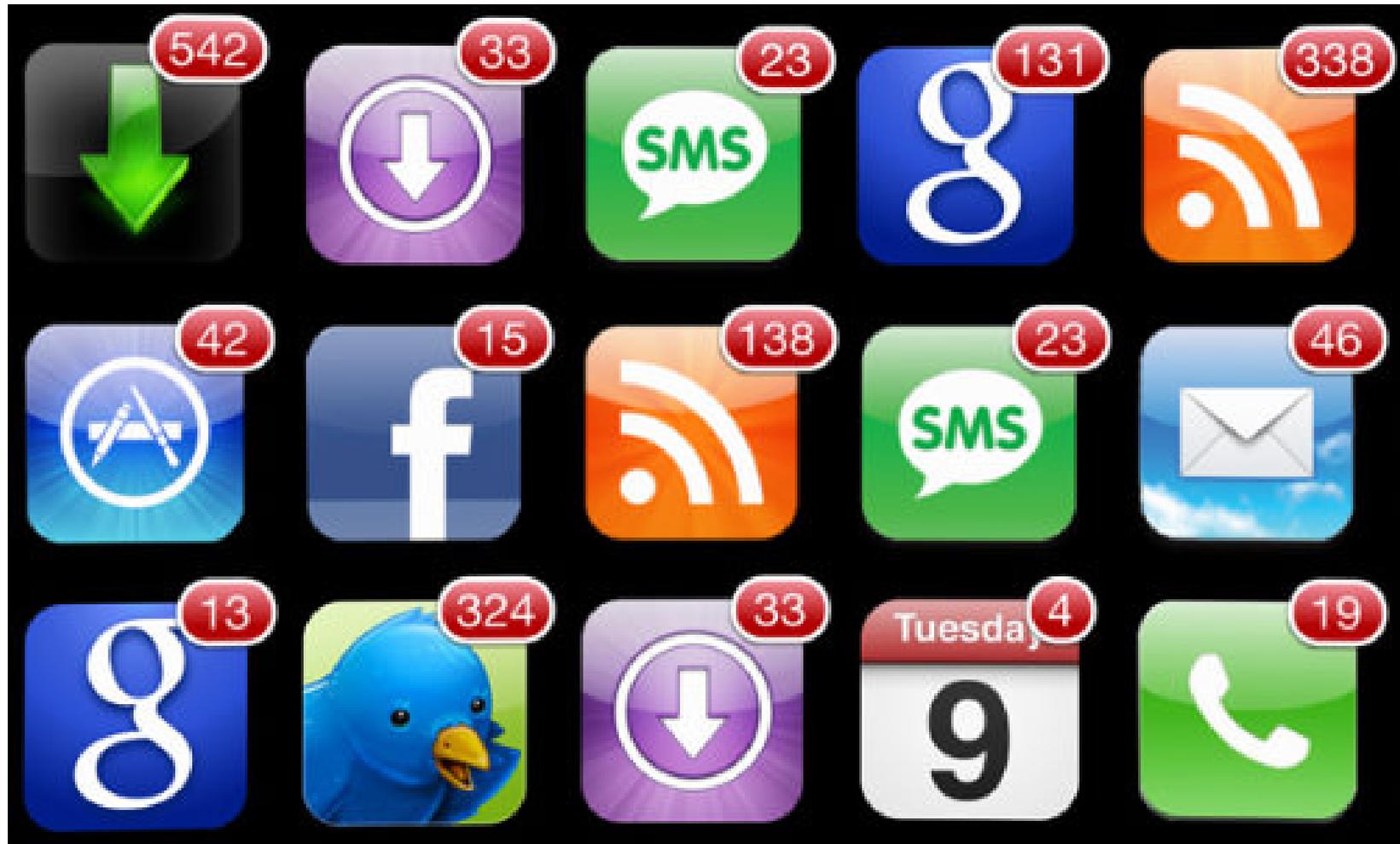
**Phone alerts**

**Compliance**

**Unproductive  
meetings**

**Interruptions**

# 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

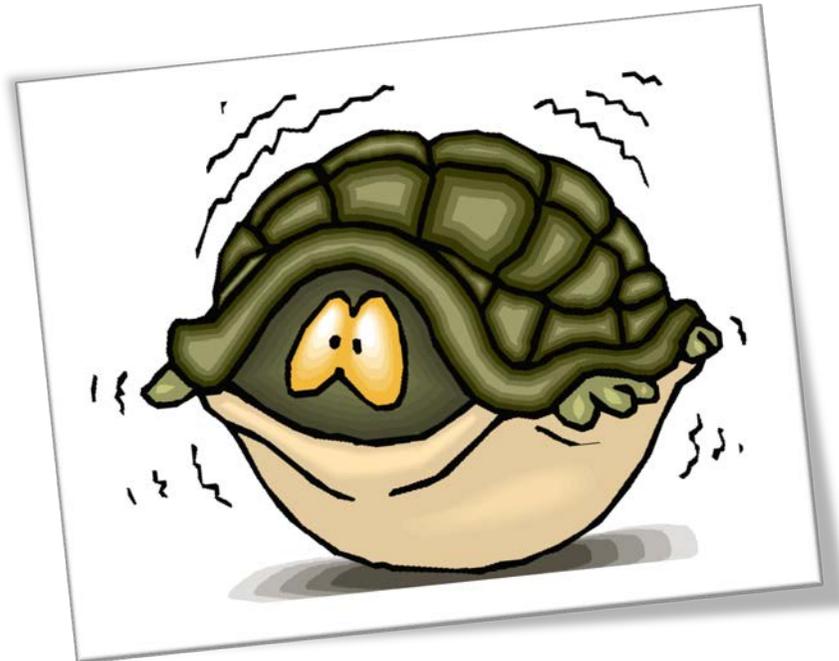
- Plan your route (when to arrive, who to sit with etc)
- Research the group and the dress code
- Business cards
- Read newspapers

# Goal

- Choose an objective – make it activity based

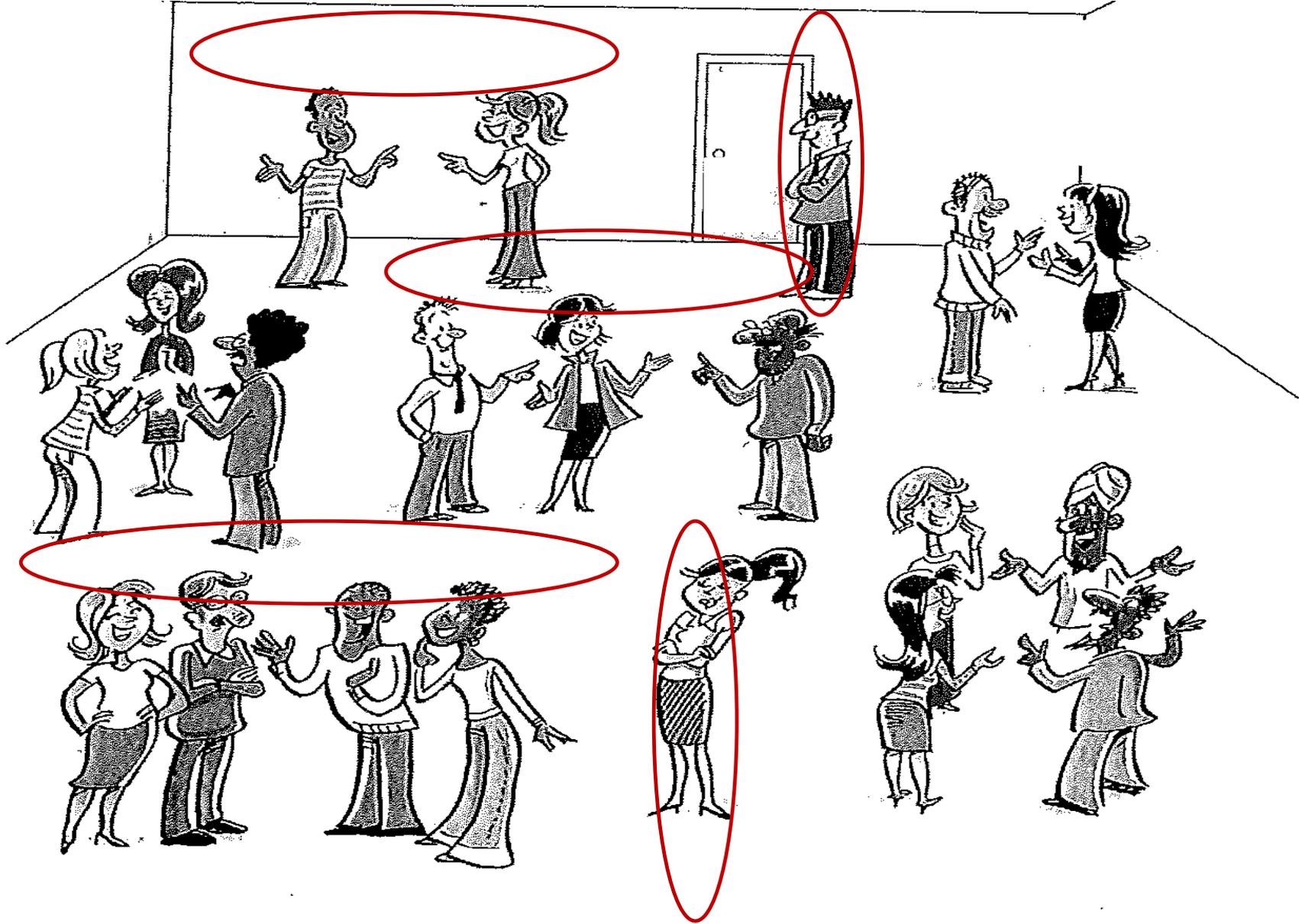
## The fear...

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.



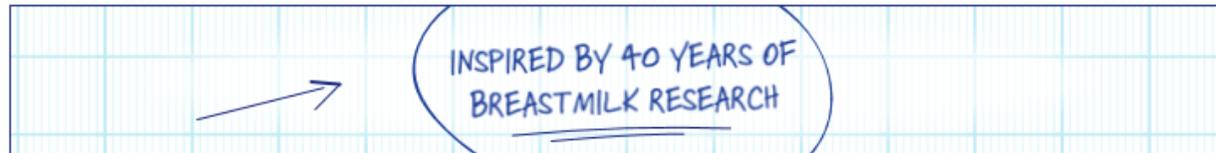


HEAD

mid plus

STYLISH STYLE RATED  
S4

Intelligent  
Technology



Wed, Feb 24, 2016

# THE IRISH TIMES

 6°C  
Dublin
 

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## Election 2016: Party leaders appeal to voters ahead of poll



Taoiseach has no regrets on passing up November election

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

FRANK MCNALLY

## A short history of Ireland in 100 whinges and whingers

## Election 2016

### 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

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



District Court | 14:55

Criminalising Cranberries signer would not be just as she had mental illness, judge says

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



Circuit Court | 14:31

Raymond Allen (13) offered damages over incident at Radisson Blu St Helen's Hotel,

ADVERTISEMENT





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

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# Ms Orla Nugent

## MBA Programme Director, UCD

**‘When people tell me they've learned from experience, I tell them the trick is to learn from other peoples experience’**

**Warren Buffet**



Success Wisdom Skill Group Positive Coach Techniques Mentor

Speed Coaching Partnership development

Confidence Satisfaction advancement

Informal Learning Advancement

Mosaic functional Career

Coaching

Coaching

Departmental

Teaching

Relationship

Role-model

Support Sharing

Knowledge

Guides

Peer

Personal

Opportunity

Leading

Mentoring

Departmental

Teaching

Relationship

Role-model

Support Sharing

Knowledge

Guides

Peer

Personal

Opportunity

# mentoring

# 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 pre-determined 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

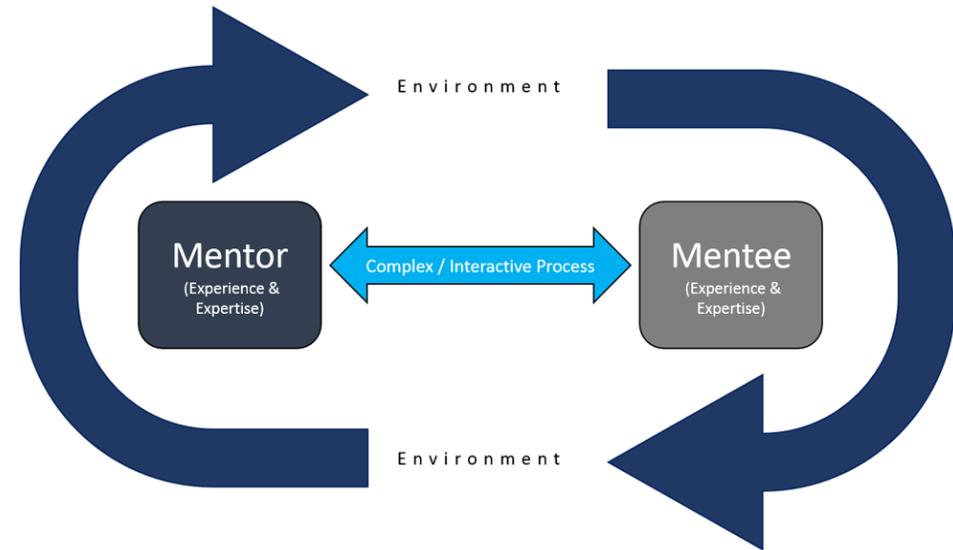
# Why?

## 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)'  
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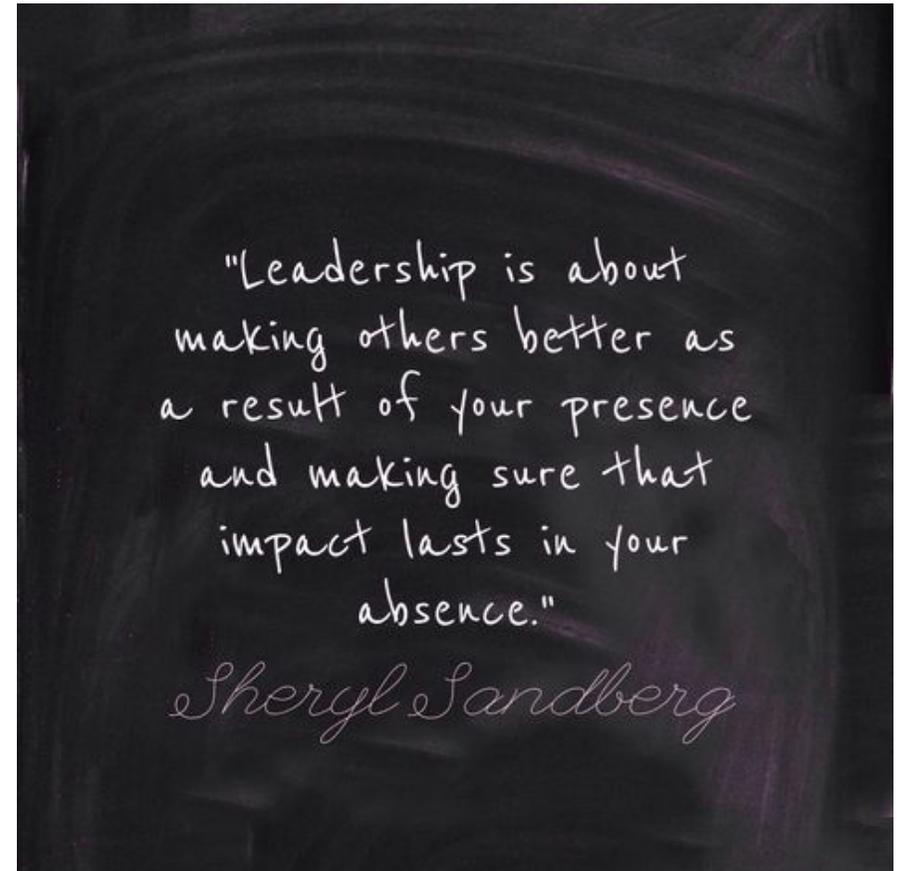
# Stats and Outcomes



- 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





*‘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

1986

Microsoft Finance

1996

Operations centralized the Pre-sales Call Centre's

2003

Global Customer Partner Experience

2005

EMEA / Global MBS

2005

Managing Director of European Operations Centre

2013

Managing Director of Ireland



Coaching

Personal  
Learning



# Professor Andrew Burke

## Dean, Trinity Business School



# Thank you