



EmpowHER

ADP for Women on the first rungs
of the Leadership Ladder

“There is no limit to what we,
as women, can accomplish.”

Michelle Obama



The challenge of the broken ladder rung

“Conventional wisdom says that women hit a ‘glass ceiling’ that prevents them from reaching senior leadership positions. In reality, the biggest obstacle that women face is the first step up to manager – the ‘broken rung’. For every 100 men promoted to manager, only 85 women are promoted. This broken rung results in more women getting stuck at entry-level and fewer women becoming managers. As a result, there are significantly fewer women to advance to higher levels.

The broken rung has a long-term impact on the talent pipeline. Since men significantly outnumber women at the manager level, there are far fewer women to hire or promote to senior managers. And the number of women decreases at every subsequent level. So even as hiring and promotion rates improve for women at senior levels, women collectively can never catch up. There are simply too few women to advance.”

McKinsey 2020 Women in the Workplace report



“EmpowHER equips women to successfully navigate the challenging transition from leading self to leading others. The programme inspires and enables them to thrive in their role as leaders, as well as in other areas of their lives. Through this, EmpowHER expands what is possible for them and touches their future.”

Alinda

Alinda Nortje, Free To Grow Founder & Executive Chair and author of EmpowHER



Listen to Alinda share the rationale behind EmpowHER



LINK: [Read the full McKinsey report: Women in the Workplace 2020](#)



EmpowHER

...is aimed at high potential women on the Leading Self and Leading Others levels: women who have been identified as future leaders and those who are already holding positions as first line leaders.

The need for confidence building at the onset of a woman's career

"Women cited **confidence** (63%) and **determination** (63%) as the top two characteristics of leaders; however, less than half of women (49%) personally identify with being confident today. Further, confidence was not a strength for women in their early years, with less than one-third (31%) of women describing themselves as being confident while growing up. Entry-level working women report the lowest levels of confidence (44%) compared to their professional counterparts (mid-level: 52%, senior-level: 55%). This illustrates a **strong need for confidence-building at the onset of a woman's career.**"

KPMG Women's Leadership Study



LINK: Read the full KPMG report: KPMG Women's Leadership Study: Moving Women Forward into Leadership Roles



1 Powerful modules presented virtually or face-to-face



2 A blend of complementary activities and tools

- Women's support circles
- Informal Buddy coaching
- Individual coaching by accredited FTG coaches
- In-house mentoring
- Growth projects, focusing on the application of what has been learned
- Self-directed learning through a Step-by-Step workbook
- Reinforcing key messages through WhatsApp

Let us shape a unique journey for you, combining elements of the above that meet your needs.



[LINK: View or download a detailed overview of the content](#)

[LINK: Case Study: Rainbow Chicken do more for the accelerated development of high-potential women](#)

Nurture wellbeing. Drive engagement. Inspire growth.



Drive, ambition and grit are undoubtedly characteristics that enable women to get into leadership positions. However, the organisational climate is also a key factor – it becomes the container that either enhances or inhibits women's advancement into more senior leadership roles.

We help shape a safe and supportive climate through the following:

1 Equipping participating women's Managers

Research agrees that support from the direct manager of a woman is the most critical organisational factor in enhancing the career advancement of women.

Through a tailor-made combination of modules on **Coaching**, and **Conscious Inclusion** we can equip your managers to support and advance the growth of the women they lead. These sessions can be presented as bite-sized chunks or as a full programme.

2 Supporting and involving Female Role Models

Studies show that role models are a highly effective way to encourage women, especially those facing a host of social challenges and obstacles, to make different choices for themselves. Female role models show what is possible, inspire, and demonstrate ways to overcome challenges.

- We can actively involve the Female role models in 'growing by lifting others' through supporting them with the tools and skills to facilitate Women's Growth Circles.
- Your Female Role Models can also be invited to be part of the development programme presented for the participating Women's Managers.
- Qualified women coaches in our team can support your female role models through individual coaching.



LINK: Download a useful eBook on Mentoring, updated for men mentoring women in the #MeToo era

LINK: See our mentoring invitation, an example of one of the tools that is part of the EmpowHER journey

Underpinning this programme is the Women's Career Enabler Survey: a useful tool for pre- and post assessment

This tool provides organisations with a comprehensive snapshot of the career aspirations of women on these job levels and identifies the key challenges to their career progress, including personal, interpersonal and organisational factors as well as culture, family and household responsibilities.

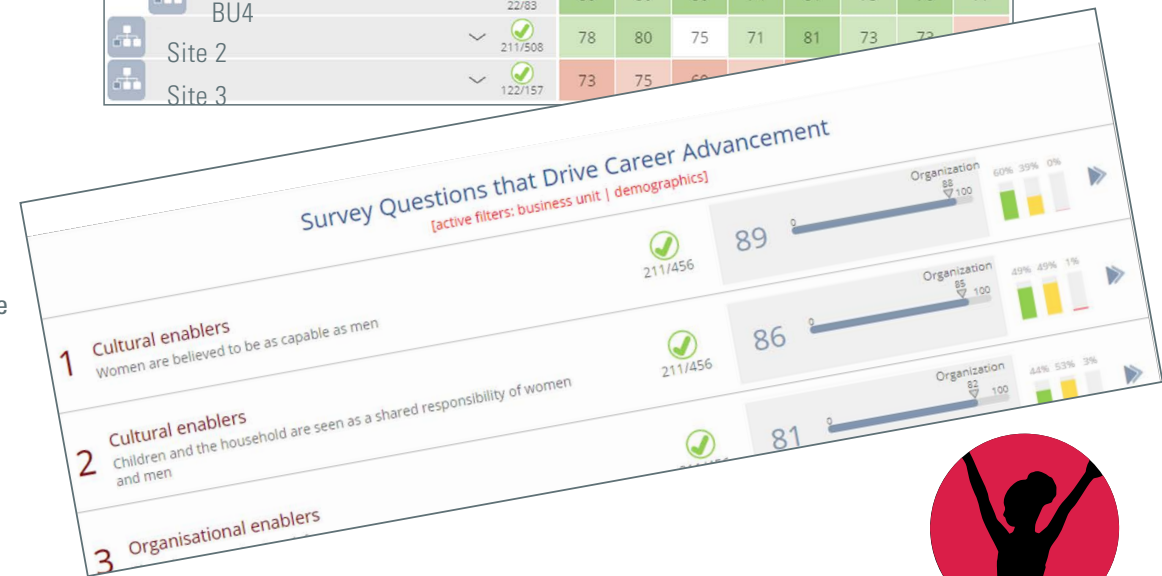
The survey is done as a pre- and post assessment, indicating areas of growth and remaining concerns that need to be addressed to help these women thrive in the workplace.



“The Career Enabler Survey is an amazing tool to gather insights from employees about the factors that enable or hinder their career growth. It gives an organisation a view of how our women are experiencing culture, leadership, learning opportunities, and support systems that contribute to their professional development, and enables us to explore what we can do to bridge the gaps that exist to ultimately create positive people experiences and actually ensure that we are living our company's values and demonstrate behaviours that align Tiger's goals with individual aspirations.”

Rovesha Chitanand

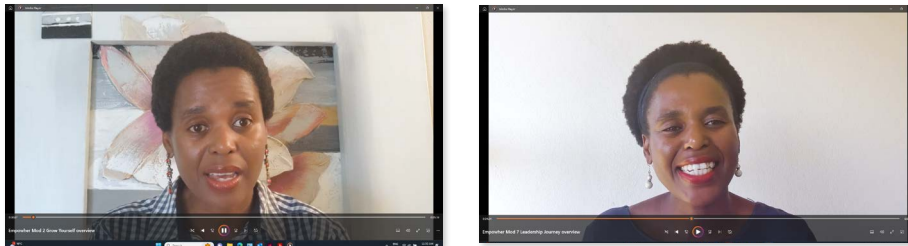
People Experience Manager, Tiger Brands




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1 HR Toolkit

The toolkit consists of a set of videos in which Nontabiso Mthembu, an EmpowHER facilitator, provides an introduction to each of the modules, as well as infographics offering an overview of these themes for easy reference. These tools can help managers and mentors support the growth of the women.




-  **1 How do you feel about the session?**
-  **2 What topics were covered?**
-  **3 What did you learn that had most value to you? Why is that important to you?**
-  **4 How can you apply what you learned in your work and workplace?**
-  **5 What could prevent you from being successful in this?**
-  **6 What can you do to make sure that you achieve success?**

know yourself

 **Know yourself**


PROGRESS TRACKER
 Build the self-image of others | Build your self-image | Manage your strengths & weaknesses


1. Self-image: what it is


 The picture you have in your mind of yourself – what you think of yourself!


“Whether you think you can or think you can’t, they are right.” **Henry Ford**

3. What self-image is made up of


 LOOKS


 INTELLIGENCE


 PERSONALITY


 SKILLS

4. How to build the self-image of others


 Always treat them with respect, showing good manners

 Listen to them, make time for them, take them seriously


 Focus on their strengths instead of focusing on their weaknesses

 Do not compare them with others and tell them where they fall short


2. Why it is important

 **1**


How you see yourself

 **2**

The choices you make

 **3**

The steps you take

 **4**

What you achieve in life

2 Growing Step-by-Step Workbook for self-directed learning

This 70 page workbook covers topics related to their wellbeing, growth and performance in the workplace that are not addressed during the programme itself e.g. dealing with sexual harassment, conflict and balancing work and family life.

It is complete with practical exercises, and can be used for individual learning or for discussion in pairs (Growth buddies) or small groups to deepen the ‘classroom’ learning experience.

SEXUAL HARASSMENT

2.2 What is sexual harassment?

Sexual harassment is an unwelcome sexual behaviour, verbal or physical.

It includes any form of sexual activity or behaviour that you find sexually harassing. It includes verbal or physical activity that is of a sexual nature and that is intended to offend, humiliate, intimidate or harass you. It also includes any form of sexual activity or behaviour that you find sexually harassing.

2.3 Sexual harassment

Sexual harassment is a form of sexual harassment that is intended to offend, humiliate, intimidate or harass you. It includes any form of sexual activity or behaviour that you find sexually harassing.

2.4 How many women experience sexual harassment?

One in five women experience sexual harassment in their workplace.

HANDLING CONFLICT

6. Handling Conflict

6.1 What is conflict?

Conflict is a situation where two or more people have different views, interests or needs. It is a natural part of life and can be managed effectively.

6.2 Differences that can lead to conflict

Conflict is a work situation where two or more people have different views, interests or needs. It is a natural part of life and can be managed effectively.

WORKLIFE BALANCE

7.6 Manage yourself, not time

Time is not a resource that you can manage. It is a constant that you must learn to live with. The key to managing your time is to manage yourself.

DO	DO NOT
• Plan your day	• Procrastinate
• Prioritize your tasks	• Multitask
• Delegate tasks	• Take on too many tasks
• Take breaks	• Work long hours
• Stay organized	• Get distracted
• Communicate	• Hide your struggles
• Ask for help	• Feel guilty
• Set boundaries	• Overcommit
• Take care of yourself	• Neglect your health
• Stay positive	• Be negative
• Be flexible	• Be rigid
• Stay focused	• Get sidetracked
• Stay motivated	• Lose motivation
• Stay organized	• Get disorganized
• Stay on top of your work	• Let your work pile up
• Stay on top of your life	• Let your life pile up

7.7 Involve your family

Involve your family in your work and life. This will help you to manage your time and stress more effectively.



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RAINBOW



“This programme has also made a major impact on the women through the mentorship and role model component which allows growth and potential to be launched. Women’s Empowerment is exceptionally important to us and through this intervention we believe that our values are emphasised.”

Barney Khumalo

HR Director, Rainbow Chicken



“This programme is a real gem and has tremendous impact. It was so successful that we are continuing the journey. We are extremely impressed with how the programme is put together and presented. It is innovative, comprehensive, fresh, deep and meaningful. It can deliver change in diversity management to ensure that Rainbow Chicken has the right number of talented women available at all times. Thank you Free To Grow for your big contribution in designing this programme, facilitating it with such skill and love and supporting us throughout the journey.”

Ansa Du Toit

Talent, Learning & Development Executive



“We had a vision which Free To Grow brought to life. It has not only developed stronger, well equipped women in the workplace but has brought an evolution to our organisation. I have seen the impact firsthand. This Programme is truly a movement fit for the equity agenda we are driving. I am eager to again see a similar growth for the new Cohort, and to spread the programme to even more Chicken sites on a virtual platform.”

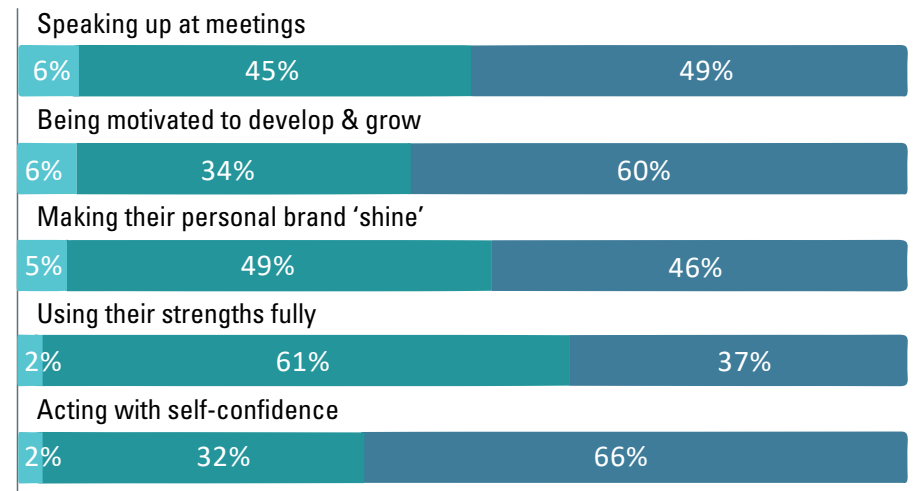
Sithembile Ngcobo

Learning & Development Specialist

Programme evaluation

At the end of the programme, the first six groups of women from Rainbow Chicken were asked to assess the impact of the programme on various areas of their behaviour at work.

The results of this self-assessment are below:



No impact Small impact Fair impact Large impact



LINK: Read an article on RCL Foods’ implementation of the programme, branded for them as Basadi Bereka (Women at Work)



“The EmpowHER development programme has truly uplifted the self-confidence of our cohort. It was amazing to witness the amount of eye-openers and shared experiences these women had amongst them – and Nonta, their facilitator, has been a true gem, so accommodating, and undoubtedly inspirational. I am assured that this cohort of women are on a lifelong journey of personal and professional development.”

Jodi Josias

Learning & Development Manager, Heineken



“The programme facilitated by Free to Grow has added immeasurable value to female employees in our business. It focused on delivering a step change intervention for female employees and that is exactly what it has done. The ladies that attended were equipped with tools that have played a crucial part in how to successfully navigate challenges in the workplace while leading their own performance and becoming phenomenal women from a personal perspective. This was a great success at Pies!”

Tsietso Mafoso

HR Business Partner, RCL Foods Pieman's



“The EmpowHER programme created a supportive community where women learned, grew, and thrived as leaders, while also advocating for broader societal change promoting gender equality in leadership roles.”

Pinki Luwaca

HR Executive, PPECB



“This year's Women in Leadership programme has been a powerful one, with our future women leaders gaining critical skills for their professional and personal growth. Each delegate, including the mentors, has benefited tremendously from this customised EmpowHER programme with impacts seen on a personal level, within the PPECB and their respective communities. We have created a powerful group of women leaders who will continue to shine bright as catalysts for change.”

Roshon Omar

Head of Organisational Development & Transformation, PPECB



“The roll-out and content of the Women in Leadership Programme was exemplary, setting a new standard for empowerment and inclusivity in organisational development. The programme not only provided invaluable opportunities to the delegates to enhance their leadership skills but also fostered a culture of support and collaboration.”

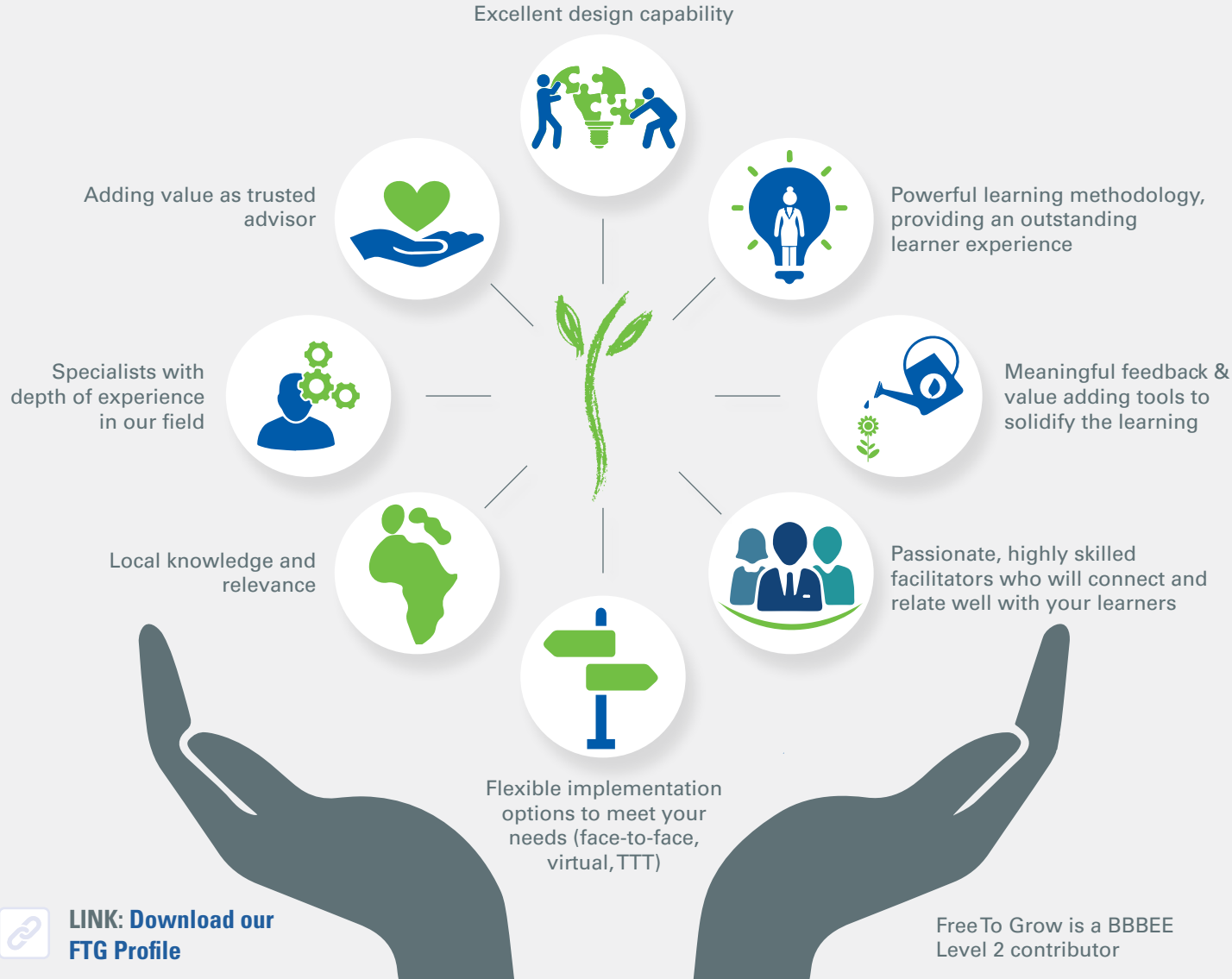
Elbie Nieuwoudt

**Organisational Development Specialist and
Coordinator of the programme, PPECB**

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9. Why partner with Free To Grow in this journey?

31 YEARS 36 COUNTRIES 1 532 ORGANISATIONS



Companies we have assisted in their leadership development journeys

