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## **Beyond perforating the Glass Ceiling: Women's personal success factors in becoming leaders in male-dominated environments.**

Male archetypes of leadership and cultural adversities make it complicated and often hinder women to achieve and keep leadership positions in male-dominated organizations. For women who are already on their way to obtain leadership-positions it is essential to be self-aware and deeply self-reflexive on their own personality. They further profit from understanding the systematic difficulties women encounter when aiming for a career. This is a prerequisite and basis on which they then can successfully apply a framework of differences between men and women and develop personal coping strategies.

### **Workshop aim and content:**

You will

- become aware and achieve skills to use the chances of multi-perspective cooperation – and to avoid the risks
- understand dynamics in mixed teams
- be able predict the 'glass-ceiling' – the invisible professional barrier that women have difficulties to pass;
- realize highlighted approaches that make women successful in leadership positions and how they cope with the exposition women experience in top-positions in general
- to understand possible achievements as well as risks of offensive, defensive and subversive behaviors in dealing with career obstacles and barriers;
- start developing personal strategies to successfully lead or perform within a diverse workforce.
- to be successful especially in applications and other negotiation themes.

Common career-strategies of women so far have been predominantly adaptation and confrontation. Both have brought us quite a way and changed already some conditions – except that for the women taking one of these paths it has probably more often been a hard time than pleasant fulfillment. Understanding the underlying patterns, differences and systematic and predictable undercurrents brings us on in the ability to adequately react to these surrounding conditions. This can enable women to be successful in the end - personally and professionally and further to promote the issue of women's participation in organizational and societal leadership.

### **Referee**

Dr. Silvie Klein-Franke, **Ideas x Skills**, Certified Management Consultant (CMC), international Constantinus-Award 2008. EU-expert in gender (EU research framework) and intercultural and social competence (Leonardo). Certified careers advisor, studies in diversity management, dissertation as biochemist at the Max-Planck-institute for Immunology.

Longstanding management and leadership experience taking large and small international and interdisciplinary teams through change and reorganization processes. Among others reorganization of a university language centre, building a career service and placement centre, coordination of an international and technical women's university.

Counseling of German, Austrian and Swiss universities, as well as small and large technical companies regarding reorganization. Professor in human resource development, organizational development and change management for several national and international study programs at the Management Centre Innsbruck.

**References:**

Rolls-Royce Europe, ZF, Julius Blum GmbH, Lufthansa Technical Training, PDA-Group, Kommunalkredit Austria, University of Göttingen, Würzburg, Stuttgart, Basel, St. Pölten and Wels, FemTech Austria, Max-Planck-Society, Management Centre Innsbruck, Counties of Tyrol and Vorarlberg, Tyrol Health Insurance, Employment Centre Austria and Vienna, Women's academy Munich, Mentoring Platform Tyrol. Corresponding ICWES-conference contribution 2008 in Lille and EAIR contribution 2011 in Warsaw.

**Format**

The workshop is given as a 2-3 day workshop.

Language: The seminars can be given in English or German or bilingual.

Group size: 10 to 15 participants.

Costs: upon request

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