

CLIENT CASE

Top Women Programme to boost gender diversity



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'Why didn't we do this sooner?'

'We are looking for good female managers. If we do not encourage that it won't happen naturally.'

Be sure to organize this kind of training for other ladies with potential within the organisation! "

TOP WOMEN Programme to boost gender diversity in a technical environment

Challenge

KONE is a global leader in the elevator and escalator industry with the mission of improving the flow of urban life. Headquartered in Helsinki, Finland, the company has more than 52,000 employees worldwide.

One of the company's strategic targets is to make KONE a great place to work and to foster a collaborative culture with a diverse workforce where people are motivated to develop their competencies and deliver the best results.

KONE sees diversity as a strength but due to its high number of technical and engineering positions it's still a male driven company. Thus it's a challenge for KONE to drive and encourage gender diversity, especially in view of the different management layers.

Backed up by the senior management team and following a Dutch government initiative on gender diversity KONE BV decided to initiate a development programme exclusively for female employees. The programme was open for women with higher education and excellent performance to enhance their personal development and competencies within KONE.

Solution

Krauthammer designed the TOP WOMEN PROGRAMME as a five days learning journey (6 x 0,5 days plus 2 consecutive days) facilitated by four different consultants.

The participant's group itself was diverse with 16 women from different functions and with different backgrounds and seniority levels. In order to participate in the programme the women had to apply through a motivation letter.

The group embarked on a special learning journey which combined classical training elements and special learning elements.

The classroom training focused on topics such as assertiveness, men/women dynamics, underlying dynamics, negotiation skills as well as focus and analysis of strengths/weaknesses. Two consecutive days were

"I really liked the diversity of the programme. There were different kinds of learning, also practical things like climbing trees or groups assignment". It was a very active programme, we were very busy with it".

"Tree climbing was very interesting. We climbed our challenge, our fears. This is a different kind of learning: working in a team, trusting and overcoming a challenge."

"There have been more women since the training of Top Women in the management team. Great development!"

dedicated to personal branding. An intense exchange and mutual coaching helped the participants to challenge own behaviours and beliefs and to find new approaches.

"For me the highest eye opener was about being in the quadrant of the "loyal soldier". When I stood there in the corner of the "loyal soldier" I was asking myself "why do I stand here"?"

Special programme elements were half a day of tree climbing to overcome fears and to build trust, a confrontational conversation with a tough male counterpart, a catwalk to show ambitions and to reflect on personal behaviour through feedback and praise. A series of book presentations from successful business women and influencers (Sheryl Sandberg, Arianne Huffington, Tara Mohr, etc.) stimulated reflection and exchange about the influence each one has on its own career development etc.

"The programme helped to see what I can do for myself, what is my own influence."

At the end of the programme the participants presented their individual business cases to the board members. The senior managers also shared insights about their own career development in some speeches.

Results

Half of the women who had participated in the TOP WOMEN programme applied for new jobs within the organisation and rotated successfully. Five women were promoted into higher positions. Thus the goal of the programme to stimulate diversity by enhancing personal growth was achieved. Besides the tangible results the programme also helped on a personal level to stimulate reflection about own behaviours and beliefs.

I've learned who I am and what I want in business and I got a lot of tips and tricks to achieve this goal! Up to the top! "

The programme also benefited the HR department of KONE which received many recommendations from the participants how to achieve a broader diversity within KONE.

Overall, the participants were very enthusiastic about the programme, but they also had to face some critical comments from within the organisation regarding the fact that the programme was only for females.

About KONE

KONE provides elevators, escalators and automatic building doors, as well as solutions for maintenance and modernization, which add value to the life cycle of any building. The company was founded in 1910 and is headquartered in Espoo near Helsinki, Finland. In 2016, KONE had annual net sales of EUR 8.8 billion.

About Krauthammer

Bringing out the best in people ... *with an extra smile from within*

Our learning journeys create lasting behavioural change and amplify your people's level of engagement

Visit www.krauthammer.com for more information and contact details.