



The EPIC Report

2023

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elev[^]ate

Foreword

Every year we see a new study documenting a new angle on how our minds, our societies and so many of our people processes are not equitable towards specific groups of people, especially women.

We know that society has a gendered view of certain jobs, roles, behaviors and attitudes. Besides creating unconscious biases when one person is evaluating another, these limiting gender norms act as invisible barriers which we all integrate into our own minds. They create a small voice inside us which says, “This isn’t for you.”

These norms also influence who is encouraged to follow which career path. Or what leadership behaviors are acceptable to your gender. They influence who is mentored by whom and on what topics.

As responsible and high-performing enterprises, we have a duty to practice equity and counteract the influences of these norms. For the benefit of individuals, as well as for the benefit of our organizations and society in general. As D&I expert Karl Hyllander puts it, “Inclusion is setting people and their capacities free from social norms based on societal power relations.”

This is in no way a small task.

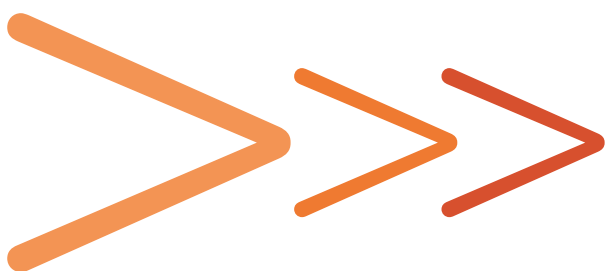
Programs such as Elevate are an example of equity in practice. Often participants will ask me, “Why is this program targeted to women? Anyone could benefit from the program.”

Elevate is an opportunity to provide a safe space for learning where women find themselves in the majority, unlike the daily work environment for most of them. We might not realize it, but it changes the dynamics of the process. There is also the opportunity to focus on leadership development topics for which studies show that women are typically given less encouragement, less mentoring or less advice.

It’s so encouraging to see the positive results from the surveys and envision a more gender diverse future of corporate leadership.

Eric Way

**Global Head of Inclusion & Diversity
Schindler Group**



Executive Summary

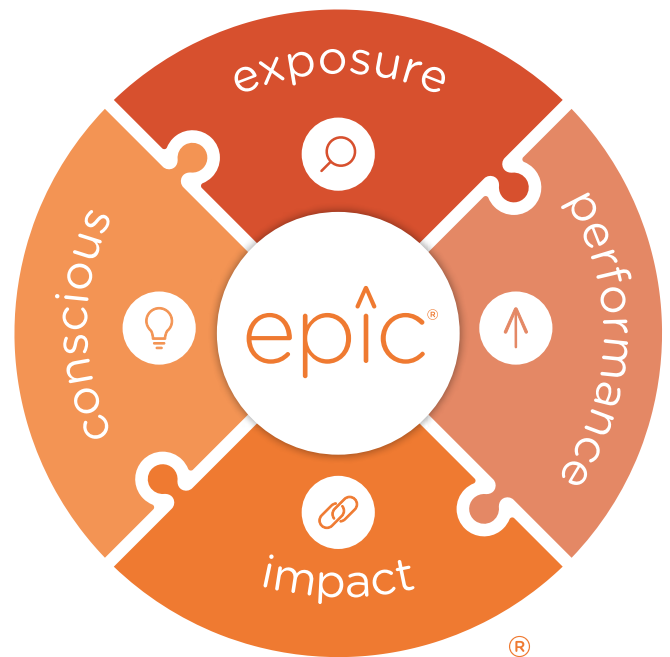
Elevate is a virtual, done-for-you learning journey that empowers and inspires your future female leaders with the ultimate goal of retaining and advancing the female talent pipeline within organisations.

Historically, many organisations have concentrated their efforts on women in senior positions or those identified as top talent. While this is important, it only addresses a small portion of the population.

In essence, this is a matter of numbers. To truly make a substantial impact, we must support the emerging leaders' pipeline, encourage women to unlock their potential, and enable a much larger pool of 'talent' to ascend. Empowering more women earlier in their careers has a significant impact on the company, the talent pipeline, and overall results.



Since its launch in 2016, **Elevate** has had over 9000 women graduate from this virtual programme for emerging female leaders. Our research showed that careers are driven by a combination of four elements - **EXPOSURE, PERFORMANCE, IMPACT** and being **CONSCIOUS** - known as the **EPIC Formula®**. The Elevate monthly 60-minute virtual sessions rotate around each section of this formula, pushing the boundaries of conventional thinking and driving transformative behaviour change.



Empowering Success

The Elevate 12-month programme provides comprehensive professional development, delving deeply into specific topics. It equips participants with a thorough understanding of essential skills for today's competitive environment. Each session emphasises the 'why' behind these skills, a potent motivator for change and growth. The programme debunks common misconceptions and reframes them, illustrating how they are effective approaches to achieving results.

Going beyond theory, it offers practical strategies and tools for real-world success. Elevate addresses potential limitations, helping participants recognise and overcome blind spots. This approach supports continuous growth in participants' professional lives, preparing them to meet the demands of the business landscape and creating a strong pipeline of leadership-ready female talent for their organisations.



Overall results

Measuring Progress

In September 2022, **Elevate** introduced the EPIC Career Self Assessment Quiz which participants complete at the programme's start and end. This assessment comprises four areas aligned with the **EPIC Formula**[®], where attendees answer questions related to each pillar. Following each assessment, a personalised report is provided, including an overall rating and ratings for each of the four pillars. The rating scale for these assessments ranges from lowest to highest, Stationary, Steady, Strong, and Star.

The data comparison and analysis reveals significant improvements in the ratings. Of the 220 graduates, the 'Star' level, initially standing at a mere **0.5%**, rose to **8%**. Perhaps more striking is the substantial increase in the 'Strong' rating, nearly tripling from **14%** to **41%**. In contrast, both 'Steady' and 'Stationary' levels experienced **20%** and **65%** decreases, respectively. These results clearly highlight the transformative impact of the programme in enhancing participants' skills and capabilities.

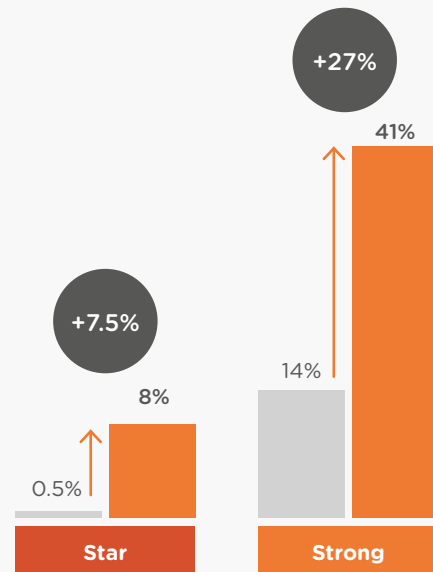
Achieving Organisational Success

Elevate equips your future female leaders with the certainty of skills that set them apart and provides a clear blueprint for success. This empowers them to take initiative, drive innovation, and pursue ambitious goals.

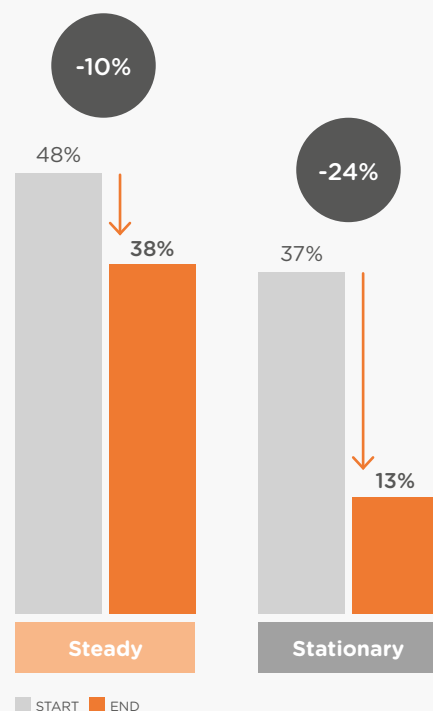
With a mindset geared toward leaving their comfort zones and seizing opportunities, they become catalysts for both personal and organisational success.

In essence, Elevate is a transformative experience that imparts knowledge, fosters deeper understanding, and offers practical guidance, positioning your female talent for growth and leadership in their respective fields.

'Star' and 'Strong' ratings have shown significant improvements...



...while 'Steady' and 'Stationary' ratings have decreased.



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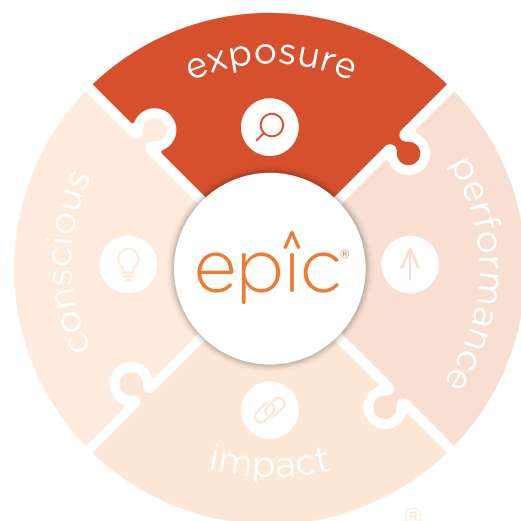
Unveiling the Art of Exposure

In today's competitive business landscape, the ability to showcase one's expertise, understand the pivotal role of stakeholders in professional growth and exemplify leadership qualities are instrumental in driving progress and nurturing teamwork within organisations. Over the span of 12 months, **Elevate** has equipped attendees with strategies aimed at accomplishing these goals. These strategies enhance their capability to effectively communicate their value and knowledge, establish networks of supportive 'cheerleaders', and develop the skills necessary for effective leadership. The data shown in the graphs (on page 7) underscores the transformative power of these strategies and the outstanding results emerging from the participants' adoption of an **EXPOSURE** mindset in professional contexts.

Proactively articulating one's value and knowledge is crucial for positioning oneself as a valuable asset, both in assisting others and in attracting opportunities that match one's expertise. That is why **EXPOSURE** is a significant component of the **Elevate** journey. However, many women possess untapped potential, often hesitating to step into new opportunities and leadership roles. Identifying the barriers to self-promotion and leadership can pave the way for strategies that encourage those who may be reluctant to step into these roles, ultimately promoting a diverse and dynamic business environment.

Empowering Success

Elevate's strategies encourage women to communicate their skills and knowledge openly and confidently. Over the year, the programme reframes what exposure is, dispels the myths and provides a blueprint that aligns with their values and removes many of the beliefs that hold them back. Aligning exposure with their value for contribution ties in with their goal of helping others, emboldening them to take the initiative and thus adding value to the organisation. Their strengthened ability not only enhances personal success through access to new opportunities and recognition in their respective fields, but also fosters collaboration, growth, and innovation within teams and organisations. The results show a notable shift in mindset, highlighting that self-promotion isn't just about personal gain but also about knowledge sharing, and achieving collective success.



Measuring Progress

A year with **Elevate** has yielded significant progress when comparing initial results to the final outcomes. At the outset, **17%** of the participants were rated at 'Star' level, but this figure nearly doubled to **29%** by the end. Moreover, there was a remarkable **40%** improvement at the 'Strong' level, with the percentage increasing from **24%** to **34%**.

Furthermore, both the 'Steady' and 'Stationary' categories experienced substantial decreases, declining by **17%** and **62%** respectively.

These results clearly demonstrate that attendees are embracing the **EXPOSURE** mindset set out by our programme and are now taking bold steps to bring their full potential to the table thus gaining greater recognition for their valuable contribution to a thriving and collaborative business culture.

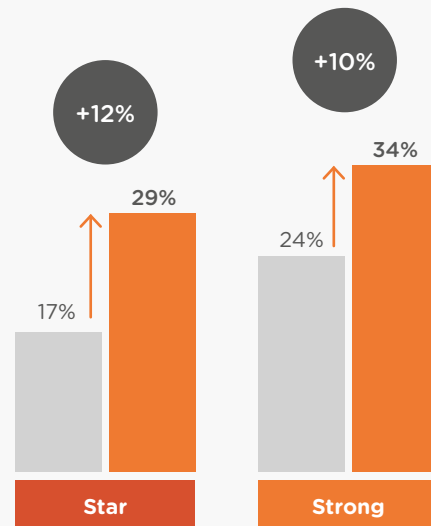
Achieving Organisational Success

The shift towards proactive self-promotion, stakeholder support, and collaboration yields not only personal growth but also organisational success. As your emerging female talent increasingly recognises the broader benefits of, and steps into increased visibility and stakeholder engagement, a more dynamic, diverse, and innovative business landscape emerges.

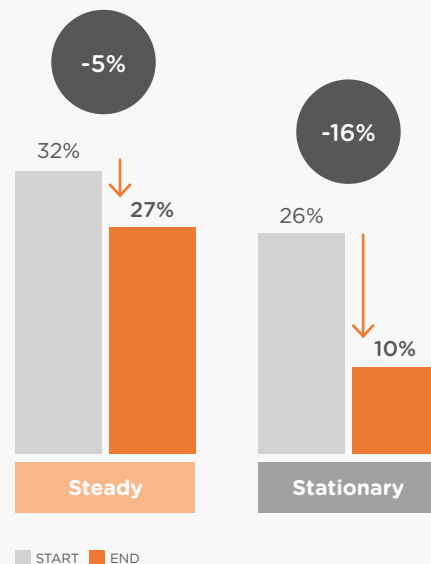
Embracing an exposure mindset and acting upon it is the linchpin for driving progress, fostering teamwork, and achieving collective success in today's fiercely competitive professional world.

In conclusion, **Elevate's** strategies have successfully empowered attendees to **unveil the art of EXPOSURE.**

'Star' and 'Strong' ratings have shown significant improvements...



...while 'Steady' and 'Stationary' ratings have decreased.



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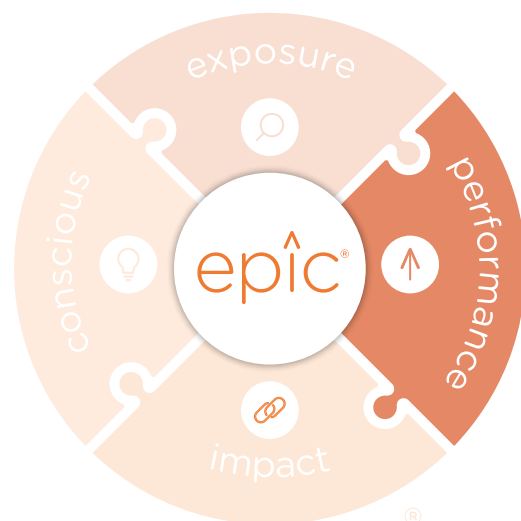
Unleashing the Power of Performance

The key to success isn't solely based on hard work but also on working smart. Success involves prioritising what truly matters, communicating effectively, having confidence in one's value, overcoming setbacks, and building trust. These leadership skills are not innate; they must be developed over time. **Elevate** emphasises the importance of learning these skills early in one's career, especially for aspiring female business leaders. **Elevate** provides this early empowerment and enables them to take risks, make decisions, and engage more actively with their ideas. This ultimately leads to seizing opportunities they might have previously avoided and propelling them toward success.

PERFORMANCE is the second pillar in **Elevate**. High performance is frequently misinterpreted, as it is commonly associated with the sheer quantity and consistency of effort. In reality, high performers are those who produce tangible results and meaningful outcomes. To attain this level of performance, individuals must actively engage in discussions, establish trust and confidence in their ability to complete tasks, and remain committed, even when faced with setbacks that could potentially hinder their progress.

Empowering Success

A fundamental principle of **Elevate** is recognising that we all operate in the same business: the people business. Every customer is a person, and every employee is a person. Consider all the intangible assets a company possesses, such as patents, copyrights, intellectual property, brands, trademarks, and research and development – they are all products of human effort. Hence, people are an organisation's most significant asset. At the individual level, you are your most valuable asset – your time, your knowledge, your experience, and your skills. **Elevate** provides techniques to enhance individual **PERFORMANCE**, and the data demonstrates tangible results that validate its effectiveness in achieving this goal.



Measuring Progress

The before-and-after results reflect a significant **PERFORMANCE** boost achieved during the year with Elevate. Initially, only **4%** of participants were rated at the 'Star' level, which saw a remarkable **360%** increase to **18%** by the programme's end. Additionally, the 'Strong' ratings, starting at **20%**, rose to **36%**, resulting in **54%** of attendees now falling within the top two tiers. This substantial portion of the pipeline operating at such a high level bodes well for the future of leadership within your organisation.

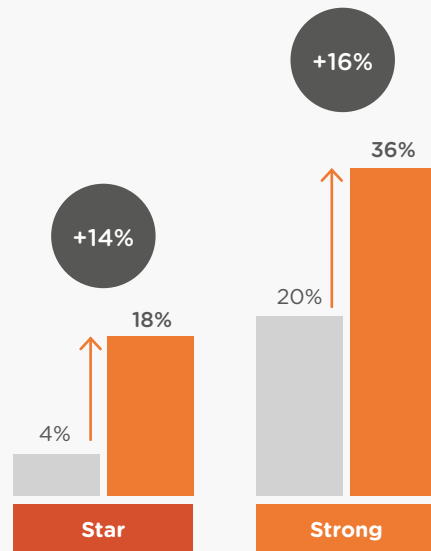
The 'Steady' and 'Stationary' levels also showed noteworthy improvement, with 'Steady' levels decreasing from **33%** to **28%** and 'Stationary' levels dropping from **43%** to **16%**. These results underscore that programme attendees have gained a deeper understanding of what high performance entails and have effectively applied these skills, transforming them into confident contributors capable of guiding their organisations and ensuring future success.

Achieving Organisational Success

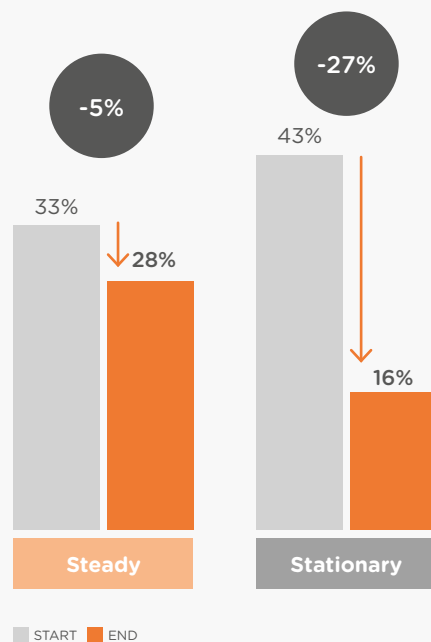
With a deeper understanding of what strong **PERFORMANCE** entails, participants have been provided with a clear roadmap, leading to stronger relationships, increased productivity, and enhanced resilience, ultimately boosting the likelihood of achieving positive outcomes. This transformation underscores the importance of confident, capable, and competent female leaders, who, in turn, serve as an inspiration to the next generation.

In summary, the **Elevate** programme has enabled attendees to unleash the power of **PERFORMANCE**, equipping them with the skills and knowledge essential for achieving the right end result. This heightened productivity not only benefits the individuals themselves but also enhances the overall performance and efficiency of the team or organisation.

'Star' and 'Strong' ratings have shown significant improvements...



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Embracing the Importance of Impact

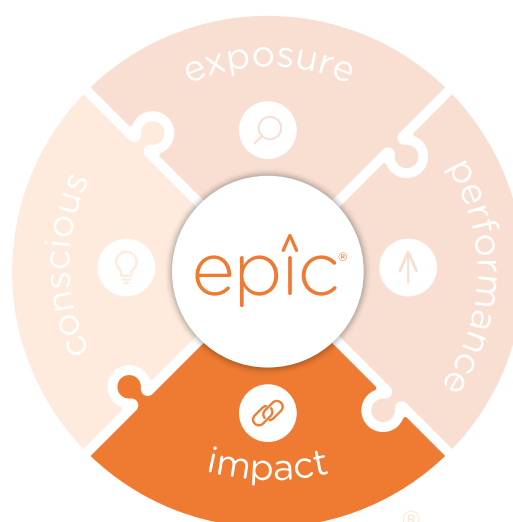
Understanding and harnessing the power of **IMPACT** in the workplace is a fundamental key to career success. The ability to confront challenging issues, overcome the fear of failure, create a positive reputation, and influence outcomes are pivotal skills for any professional. The data in this report shows that after their 12 months with **Elevate**, there was a strong increase in attendees' attitudes in embracing impact in the various aspects of their professional journey which in turn benefits both them and their organisations.

Elevate's third ingredient to career success is recognising the importance of **IMPACT** in the workplace. Impact involves establishing a reputation for making significant strides and bringing about meaningful change. It goes beyond merely seeking popularity or praise; it also involves establishing credibility and the power to inspire others. Emerging leaders must focus on cultivating a positive reputation by consistently demonstrating their reliability in both favourable and adverse situations, making ethical decisions, and showcasing their ability to affect meaningful change.

Empowering Success

Reluctance to make an **IMPACT** often stems from a desire to maintain harmony or steer clear of situations where failure is a potential outcome. This reluctance can hinder progress as well as perpetuate, or worse, exacerbate existing issues.

Elevate offers a structured approach, guiding individuals through step-by-step tactics on how to courageously confront challenges, cultivate robust relationships, and negotiate more favourable outcomes for all involved. By following this blueprint, attendees become catalysts for leading positive change, moving the dial and driving progress within their teams and organisations.



Measuring Progress

Among the four pillars, the **IMPACT** category initially had the weakest results among the responders, with only **8%** falling into the top two tiers of 'Star' and 'Strong'. In contrast, the results from the survey at the end of the 12 months reveal a significant increase in the percentages of women who have implemented actions leading to a greater impact. The 'Star' level experienced a **370%** increase, climbing from **1%** at the beginning to **7%** at the end. The 'Strong' category also demonstrated a substantial improvement, moving from **7%** to **22%**. The 'Stationary' category, fell by **60%** from **51%** to **20%**.

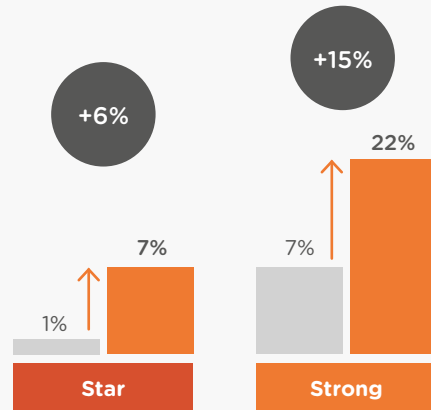
These results underscore how **Elevate** has broadened participants' perspectives to encompass the broader scope and intricacies of business. It has honed their skills that create **IMPACT**, elevating their level of contribution, which leads to more informed business decisions and ultimately better outcomes for both the team and the organisation.

Achieving Organisational Success

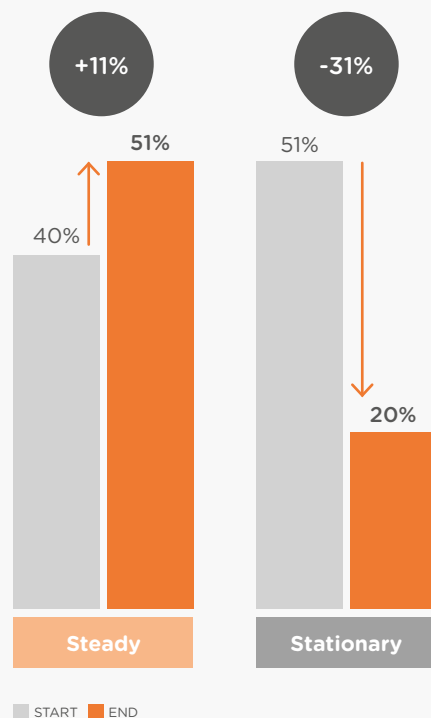
Embracing the importance of **IMPACT** is essential for personal and professional growth. Whether achieved through effective negotiation, addressing challenging issues, embracing failure as a stepping stone to success, or engaging in open and constructive communication, emerging female leaders have unlocked their full potential making substantial contributions to create a more dynamic and inclusive workplace. Organisations stand to gain from enhanced contribution and innovation, facilitated by a more diverse and thriving work environment.

The ultimate outcome is that, by acting on the techniques shared throughout **Elevate**, participants have now recognised and are harnessing the far-reaching effects of **IMPACT** building skills.

'Star' and 'Strong' ratings have shown significant improvements...



... the 'Steady' rating has also increased, whilst 'Stationary' has decreased.



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Unlocking the Conscious Factor

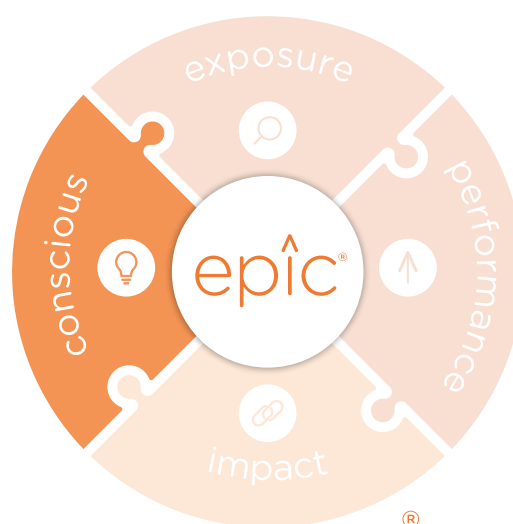
In the ever-evolving world of business, success is not solely determined by external circumstances, but by our mindset and belief in our ability to accomplish our goals. Successful leaders are characterised by their ability to strategise effectively, navigate the complex and ever-changing political landscape, see things from different perspectives and foster an environment that nurtures and supports these mindsets. The end survey results underscore the significant improvement in the participants' ability to navigate these multifaceted challenges following their year-long engagement with **Elevate**.

Elevate's last, but by no means least, component of the **EPIC Formula**[®] for professional growth is being **CONSCIOUS**. Self-awareness is the foundation upon which leadership is built, starting with a deeper understanding of one's strengths, weaknesses, and behaviours. True leadership begins with introspection and the development of skills that contribute to personal and professional success. By harnessing their strengths and addressing areas for development, Elevate participants embark on the path to career excellence and unlock their leadership potential.

Empowering Success

Elevate empowers participants with a greater understanding of their behaviours and motivations, enabling them to take proactive steps towards becoming the best version of themselves.

Self-aware individuals are better equipped to empathise with others, make better decisions, and lead more fulfilling careers. The results of **Elevate's** programme demonstrate that it has enabled individuals to tap into their inherent potential, aligning their personal and professional goals for success.



Measuring Progress

The initial and final survey results paint a picture that is both encouraging and thought-provoking. In the initial survey, **88%** fell into the lower two tiers, indicating that a significant number of participants were not sufficiently aware or engaged in this critical aspect that leads to personal and organisational success. With only **1%** achieving a 'Star' rating at the outset, the remarkable turnaround of **800%** to **13%** demonstrates that without the guidance and support offered by Elevate, individuals might have remained ill-prepared to navigate the complexities of the ever-evolving business landscape.

Furthermore, the 'Stationary' category, initially the most highly represented among the four pillars at **61%**, also saw a substantial shift, declining to **25%**.

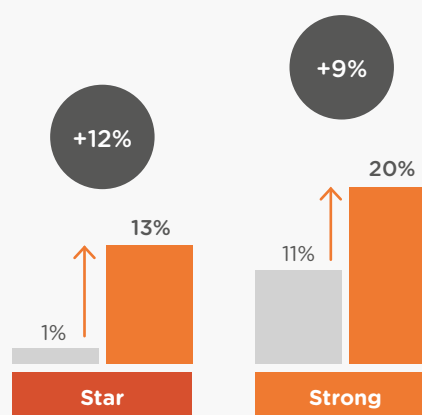
The results of the Elevate programme highlight that by increasing the level of their **CONSCIOUS** quotient, individuals can tap into their inherent potential, aligning their personal and professional goals for success.

Achieving Organisational Success

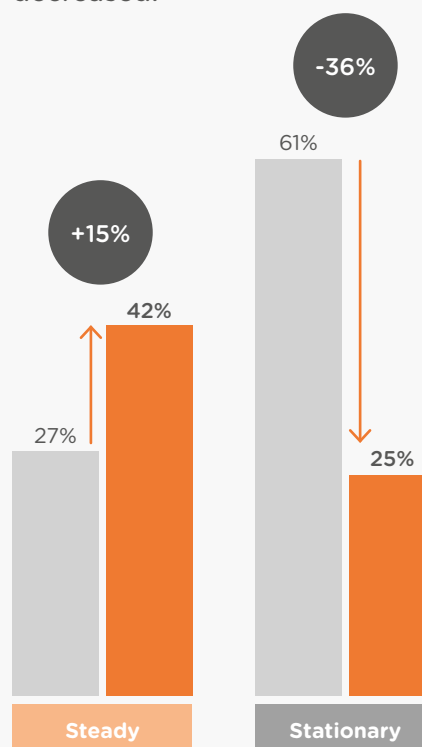
The results serve as a powerful reminder that when participants unlock the **CONSCIOUS** factor, they become more adept at harnessing their innate abilities. The transformative power of self-awareness and a growth-oriented mindset not only benefits the individuals but also the organisations they are part of.

Elevate's focus on self-awareness and mindset equips individuals with the tools and knowledge needed to thrive. The ripple effects of their success will be felt throughout their organisations, creating a strong pipeline of leadership-ready female talent.

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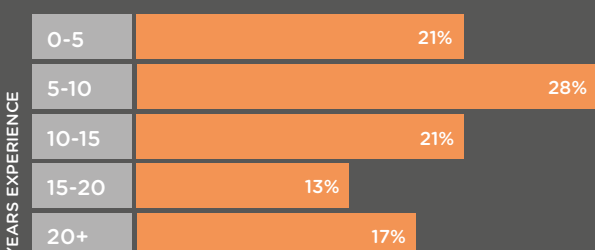
Elevate delivers results



The final set of results are responses to questions regarding participants' experiences of the programme as well as their attitudes and approach to their career moving forward. The figures reveal the positive outcomes, showcasing the enhanced sense of preparedness and empowerment participants feel to step into leadership roles. Furthermore, it underscores the value they attribute to what they have learned.

What is also encouraging is their strong motivation and commitment to taking charge of their careers, along with a heightened sense of loyalty to their organisation, which bodes well for the future of leadership. The investment in them is being duly recognised.

Elevate attendees, although female, represent a diverse group hailing from over 50 countries and various industries and functions. While the programme targets individuals poised to ascend to managerial levels, the range of business experience spans from a couple of years to over two decades. The more senior participants mention that they utilise the information to share insights with their subordinates, thereby providing them with valuable knowledge.



Conclusion

For companies to thrive in the 21st Century, it's imperative that they possess a diverse range of talent equipped with strong leadership capabilities.

Throughout the seven years of running the **Elevate programme**, we have consistently observed that companies are sitting on a significant pool of potential future female leaders.

On a monthly basis, we hear from these intelligent and driven women that they are eager for opportunities where they can contribute, add value, enhance their experiences, and further develop their expertise.

However, alongside their enthusiasm, we also hear their frustrations when their efforts go unnoticed, or their abilities are not accurately evaluated. As a result, women fall behind and can't catch up.

It is crucial for companies to acknowledge that these challenges often arise at that pivotal first step into managerial roles. However, addressing this issue meaningfully and effectively poses a significant challenge for many companies given the substantial size of this population.

The good news is, as our results show, a lot can be achieved in a 60-minute monthly virtual session over a 12-month period. This formula not only has a high impact but is also cost-effective.

The outcome is that armed with tried and tested strategies, systems, tools, and techniques that not only prove effective for women but also instil comfort and greater confidence, **Elevate** participants are empowered to take action and assume control of their futures.

As succinctly summarised by Eric Way in the foreword, providing a safe space for learning and focusing on leadership topics where women traditionally receive less encouragement, mentoring, and advice holds powerful potential to reshape the future of leadership.



The Authors

Jacqueline Frost

Thanks to an initial career in Investment banking, Jacqueline enjoys working with numbers, particularly those that highlight the impact on numerous careers and lives. Witnessing consistent results over the years has been an amazing experience.

Silvie Alnas

Silvie, a senior training and learning expert, excels in evaluating measurable outcomes and the genuine results created. She believes that aligning training programmes to business goals is a 'must have' and through her consulting work, guides others on their design.

Jane Struver

In her role as Elevate's Client Success Manager, Jane has frequent contact with the remarkable women actively involved in the programme. She regularly receives emails detailing success stories and professional achievements from participants.

Sebastian Frost

Having an impartial data analyst was crucial, and fortunately, Elevate has one in-house! Sebastian, currently in his final year pursuing a BSc in Economics at York University, meticulously tested the numbers to ensure accuracy and reliability.

About Elevate

Virtual since 2016, **Elevate** is a proven, learning journey that empowers and inspires your future female leaders so that you retain and progress your female talent pipeline. The global platform ensures equal access to identical training across your organisation.

The monthly 60-minute **Elevate** webinars specifically target core skillsets required by emerging female leaders. The sessions push the boundaries of conventional thinking and drive transformative behaviour change. Curated by experts, these monthly bursts of practical learning are designed to drive greater action. In turn, the systems shared can easily be applied in their day-to-day.

Practicing these skills contributes to enhanced learning between sessions, forming an integral part of on-the-job development. This high-impact and cost-effective approach also eliminates the need for time out of the office.

By preparing and supporting more women for the next steps in their careers and helping them find their leadership path, organisations create an environment where female employees are valued, motivated, and inspired to stay. This not only enables them to realise their full potential but also contributes significantly to the success of the organisation.

To learn more about how Elevate can benefit your organisation, contact us at team@elevatetalent.co.uk

elevatetalent.co.uk

Hear from the participants themselves

“Elevate has helped me to think about my career in a different way. I think it has made me more aware of my role in the company and what the company expects from me.”

“Elevate programme have given me insights on simple yet powerful behavioral aspects that would help us grow in our career journey. All the sessions were carefully curated to the needs of emerging women leaders, and the content was well managed. The learnings would stay lifelong and glad to be part of this programme.”

“Strategies to progress my future and take advantage of opportunities that arise. When working on projects this year I have taken the lead successfully and now have been asked to lead more projects.”

“The monthly appointment was a real cascade of motivation in my daily work. In these months I have been promoted and I strongly wanted my female co-worker to subscribe this fantastic training.”

“Every Elevate session brought lot of tips and thoughts that I could use (both at work and in my life). The EPIC sessions were very practical and useful - highly recommended for anyone figuring out on how to raise up in their career.”

“Elevate has given me the confidence to speak up during meetings and bring ideas to the team. I believe Elevate has helped prepare me for my next role in management.”

“There are a couple of things that stuck with me like: it's not who you know, it's who knows you, that matters. I have become aware of some techniques on how to manage my work relationships to become a better, more visible partner to my colleagues and bosses and other stakeholders.”

“I am able to prioritize my work and delegate tasks better. I am able to step into other's shoes and understand situations from different perspectives. I have gotten better at conflict resolutions within the team and the team camaraderie too has improved. Apart from this, I have been able to understand my strengths and weaknesses and am working on the same to scale up in my organization.”

“Small steps/adjustments in behavior, speech, thought process can alter your path and Elevate shows you the way to do that.”

“The Elevate program has motivated me to improve myself and taught me about the individual I am in business. It's given me the tools I need to elevate my career. I am excited about my future at my company and look forward to handling challenges better.”

“Elevate webinars have given me a lot of tools to organize my thoughts and strategies. It also helped me give a word to what I am feeling or going through - like how it was explained during the Unlocking Resilience session about freeze and appease apart from flight or fight. Knowing what it is makes it easier to recognize it faster and take necessary steps to get the response I needed. I think I am a lot easier on myself and thereby understand the value and impact I bring may not be exactly as how I thought it would be. I am glad I committed to this one year of Elevate journey.”

“Elevate has made me reflect every month on the most important aspects of human relationships. The lessons learned enrich my day-to-day interactions, whether with senior management, colleagues or clients. I was pushed to question myself about how to show my value, how to focus on what is relevant for me and for business.”

“That was one of the best courses I've ever taken. I have learned so much. The tools are really great and helped me in many situations. I have improved relationships with my stakeholders and with some key people in the organization.”

“Since starting Elevate I was chosen to become a Field Service Trainer in my division. Completed the training and am now a qualified FST in AWM Cape Town. It's been a fantastic course and will definitely encourage others to do Elevate.”