



CONSTRUCTION
INDUSTRY
FEDERATION

CPD approved



Women in Construction Leadership



Overview

Inspire, Influence, Ignite

Women in Construction Leadership is a programme for female leaders in the sector navigating today's business landscape. This programme will set your female talent, and your organisation, up for success and growth.

“The sector in Ireland is a key global player in a dynamic growing industry and the global construction market is expected to grow at an annual rate of 6.4% until 2025”

(Research and Markets, Dec 2022)

When designing this programme, IMI and the 30%+ club conducted a focus group with over 50 senior female leaders in Ireland. Based on these insights and other global research, the Women in Construction Leadership programme provides female executives an opportunity to come together and share leadership experiences with others from their sector in a dynamic learning environment.

“While latest data from the Higher Education Authority indicates that 23% of engineering graduates are female, female engineers represent just 12% of the profession in Ireland”.

(Engineers Ireland, March 2022)

With direct relevance and personal impact, the programme enables participants to discover their authentic leadership identity while becoming equipped with tools and approaches, some counter-intuitive, to navigate today's world of work, embrace change and become future-ready.

With Women in Construction Leadership, participants will:



Who this programme is for:

The Women in Construction Leadership programme is designed for aspiring and developing women leaders in the construction and engineering sectors who are seeking to accelerate their career and personal development in a highly competitive and fast paced industry, including:

- Women aspiring to and preparing for more senior management positions
- Women exploring career options and ambitions

Programme Outcomes

Through this programme participants will:

- Increase their leadership impact, drive long-term personal and professional change, and become a role model for others.
- Explore where they are in their career, articulate the leadership challenges facing them in today's workplace, and develop capabilities to overcome these challenges.
- Design and articulate their Personal Leadership Blueprint: identifying their career and leadership ambitions, and defining their purpose, direction and leadership impact they want to make.
- Learn a range of skills: influencing and persuasion, creating constructive conversations, expanded listening, speaking to be heard and collaborative feedback approaches that work.
- Learn powerful but simple embodiment techniques to centre and ground themselves, maintain your balance within a competitive workplace, and make them more resilient leaders.
- Understand their personal presence or 'gravitas', enhance their executive presence to influence and inspire others.

I would highly recommend this course to anyone. I went not really knowing what to expect but took so much from the course. Everyone was really open and honest, and Fiona created a really supportive and inclusive environment. I look forward to taking the skills I've learnt back to my job. I'm recommending this course to all the women in the office.
Emma Flanagan - Cairn Homes

Programme Content



Leading in an uncertain world

Understand what it takes to succeed in a fast-changing, complex environment. Arm yourself with strategies to navigate the subtleties of unconscious bias and the complexities of power.



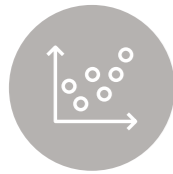
Understanding the leadership challenge

Learn about cutting-edge leadership trends and equip yourself with techniques to overcome the unique challenges faced by women leaders.



Developing your personal leadership brand

Develop improved confidence and an increased understanding of your personal leadership style, enabling you to carry out and lead transformational change within your organisation.



Influence and impact

Identify the difference between goals, purpose and intention, and learn how to inspire and influence others with your vision. This will inform your leadership blueprint.



Driving personal and professional change

Alongside insights gained from work done on the programme and your self-assessment, you will work with a professional coach to develop clear aims for your ongoing personal and professional development.



Communication and authentic power

Master verbal and non-verbal techniques to hone your unique voice. Learn how to effectively use networks, mentors and sponsors to drive your career success.

Leadership Accelerators



Network Building

Connecting female leaders is a core component of the programme. You will build long-lasting professional and personal peer support networks.



Personalised Coaching

Receive one-to-one executive coaching to enhance your leadership journey and accelerate your achievements. Hear inspirational and expert speakers articulate their leadership journey, the issues they face, and the techniques used to achieve success.



My Personal Leadership Brand

Who you are as a leader, what you stand for, what you want to say about yourself and what impact you want to create. You will be supported throughout the programme to create your Personal Leadership Brand, enabling you to shape your development journey and leadership practice in alignment with your core vision and values.



Personal Leadership Blueprint

Arising out of your Personal Leadership Brand, your Personal Leadership Blueprint maps your journey henceforth. What changes do you want to make? What actions will you take to effect these changes? What allies will you build? Drawing on work done between modules, the Blueprint is a practical roadmap for creating and sustaining meaningful change for you and your organisation.



Emotional Intelligence Measure (EQi)

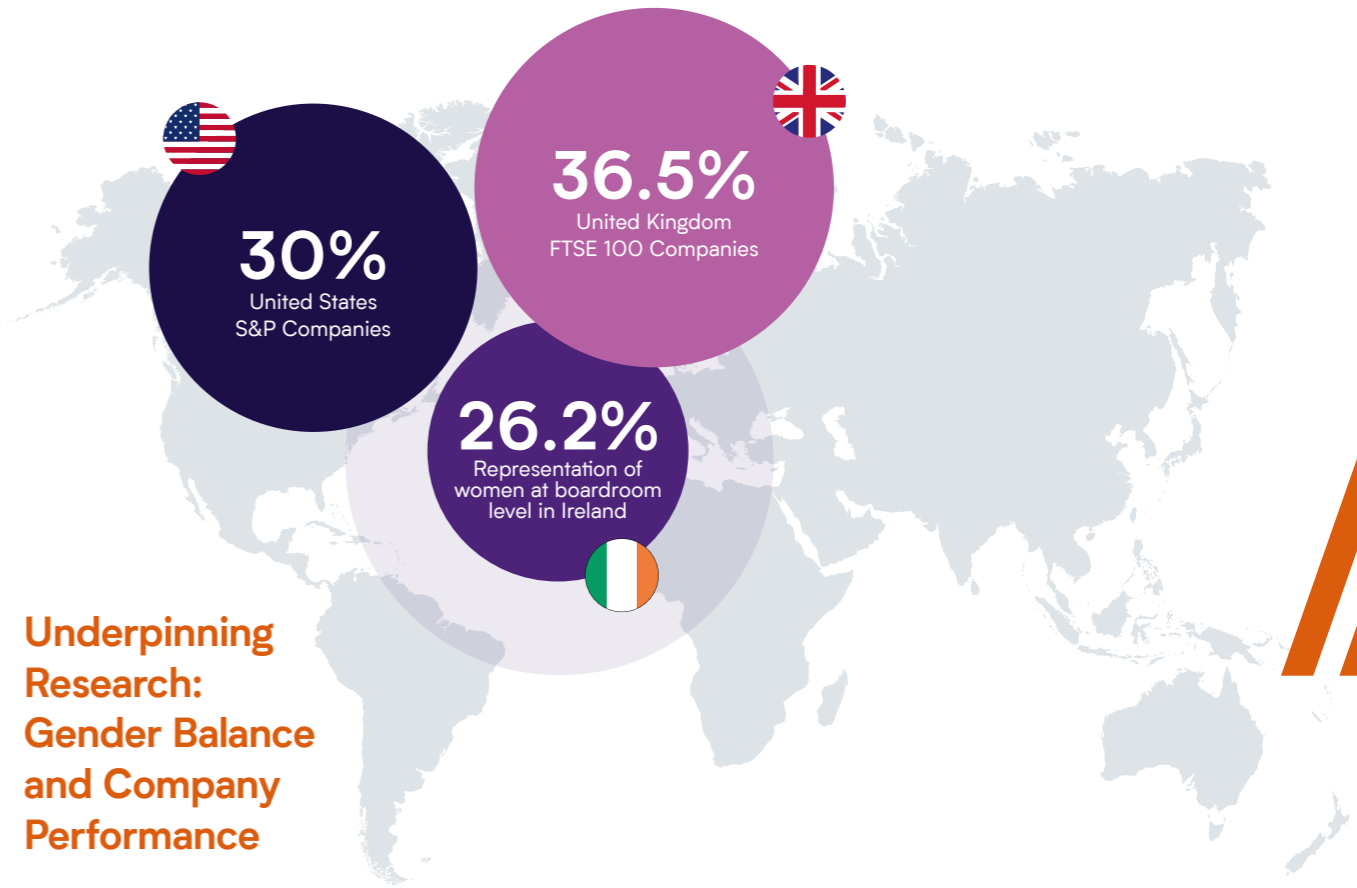
Gain a personal snapshot of how you manage your emotions, relationships, stress, decision-making, and your levels of optimism. This will inform your development journey, particularly your Personal Leadership Blueprint, while building a strong peer network of women in leadership supporting you throughout and beyond the programme.



Fiona Buckley

Fiona Buckley is a work behaviourist, leadership facilitator, international award-winning keynote speaker, thought leader and empowerment and executive coach. Fiona's areas of focus are in the areas of Women in Leadership, Leadership & Management Development, Work Behaviour, Emotional Intelligence, Confidence, Personalities, Virtual/Hybrid working, Interpersonal Skills and Team Dynamics.

Before setting up her own business 7 years ago, Fiona worked in the professional services industry for 16 years and held a number of senior corporate roles with her last position being Vice President of Professional Services EMEA for a global Tech company. Fiona has been a senior associate faculty member with the IMI for the past 7 years, facilitating on Senior leadership programmes.



Underpinning Research: Gender Balance and Company Performance

Diversity is a key challenge for the Construction Industry, with women making up just 9.3% of those working in construction in Ireland

CSO Labour force survey Q2 2022

Research shows that fewer women in the boardroom and in senior management positions reduces intellectual debate and the type of workplace creative conflict that can lead to innovation. Homogeneous organisations produce less creative results and have inferior overall communication compared to companies with diverse and gender balanced teams.

At the outset of this programme in 2017, representation of women at boardroom level in Ireland stood at just 13%.

Since then, there has been significant progress, as Irish business hit the key 30% representation milestone of women on boards of the ISEQ 20. The representation of women on all Irish boards stands at 26.2%.

While progress is evident, women still face a unique set of challenges when progressing into senior leadership positions, including unconscious bias, a scarcity of role models, and a peer group that continually shrinks the more senior they become. These challenges can make striving for the top a lonely and frustrating endeavour even in organisations with the best intentions to support their top female talent.



To address these issues in Ireland, the IMI and the 30%+ club conducted a focus group when the programme was launched, with **more than 50 women in senior leadership roles**, talking about the inhibitors and accelerators that women face in reaching such roles. The findings have been captured in the infographic on the following pages.

Women in Leadership

focus group findings



Inhibitors

Navigating the Organisation

Organisational Culture	Organisational Policy	Unconscious Bias	Diversity Agenda	Lack of Suitable Roles
Promoting culture of inclusion and diversity important at organisational level	Metrics and KPIs are desired	The need to challenge Unconscious Bias (UB)	Need for a formal policy supported by senior management needed at organisational	Need to redress the imbalance in roles.
Need for internal & external buy in and transparency	Need to make the business case for diversity	UB training considered beneficial for awareness	Need for internal & external buy in and transparency level	Women often not given enough commercial exposure.
Lack of formalised processes for balancing the candidate pool	Targets favoured over quotas	Need to 'call out' UB can be enough to make us think differently	Increasing awareness by training line managers	

Confidence and Self Awareness



Confidence

Women less vocal about career opportunities
Fear of not having all the skills required for the new position



Self Awareness

Need for women to build awareness of their personal brand
Need for women to consciously create and value networking opportunities



Motivation

Women self select out of progression due to feeling of 'guilt' of not being able to strike work-life balance
Lack of interest in office politics

Women in Leadership

focus group findings

Accelerators

Networks, Mentors and Coaches



Mentoring	Coaching	Encouragement	Networks
Cross company mentoring, accelerate progression	Maternity and paternity coaching for employees as well as line managers has shifted the needle in organisations	A culture of encouragement and peer support, spanning gender!	Awareness of the value of networking
Women encouraging each other can enable a cultural shift			

Sponsors and Role Models



Sponsorship

Mentors talk to you, Sponsors talk **about you!**
Male members of senior teams to take on 'sponsor' roles



Access to Role Models

Accepted that there are more male leaders than women but acknowledge that men can be role models for women too



Flexibility

Flexibility key to women progressing through leadership pipeline
Maximise the use of digital technologies and offering portability



Framework of Support

Organisations offering a framework of support for working parents
Promoting 'inclusive' culture and changing the narrative

Programme Partners

The Women in Construction Leadership programme is a partnership between the Irish Management Institute (IMI) and the Construction Industry Federation.



About IMI

Founded by business leaders for business leaders, we've been empowering world-class executives for over seventy years.

In partnership with UCC's expert research faculty and an international network of thought leaders, we are globally ranked in the top 2% of executive education providers and will challenge, support and inspire you to unlock your potential and fulfill your ambition.

Surrounded by passionate, like-minded executives, you'll be equipped with the tools and insights to shape the future of your organisation.



The 30%+ Club

The 30%+ Club aims to develop a diverse pool of talent for all businesses.

The 30%+ Club approach — collaborative, concerted business-led efforts — can help accelerate progress towards better gender balance at all levels of organisations.

The 30%+ Club Ireland officially launched in January 2015, with a goal to achieve better gender balance at all levels in leading Irish businesses. The 30%+ Club believes that gender balance on boards and executive leadership not only encourages better leadership and governance, but further contributes to better all-round board performance, and ultimately increased corporate performance for both companies and their shareholders.



CIF

The CIF is the Irish Construction Industry's representative body.

The CIF is the Irish construction industry's representative body. It provides a broad range of services that assist members in navigating the political, business, economic and regulatory environment. These services cross the full business spectrum and include Recruitment and Training, Legal and Industrial Relations Consultation and Advice; Health & Safety; Marketing and Industrial intelligence Reports; Engagement with Government, Statutory and other industry bodies, and regular updates on all issues affecting the construction industry.

This initiative is supported under our "We are Construction" Diversity programme, which aims to raise awareness of diversity with the industry, which will lead to a more productive, diverse and efficient industry.



Engineers Ireland

Engineers Ireland is the voice of the engineering profession in Ireland.

The 25,000 members of Engineers Ireland make up a community of creative professionals delivering sustainable solutions for society.

They have been representing the engineering profession since 1835, making them one of the oldest and largest professional bodies in Ireland. Their members come from every discipline of engineering, and range from students to fellows of the profession.

Engineers Ireland is an institution that enables the engineering community progress their professional development and make a sustainable impact on society, advocates for the profession, quality assures education and encourages the future generations of engineers.



Programme Duration

2 Modules delivered over 4 days
Location: All modules will take place at the Irish Management Institute (IMI) campus in Sandyford, Dublin 16



Cost

€4,500

Includes 2 one-to-one coaching sessions.

Contact

For further information including how to register for this programme, please contact

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