



INCLUSIVE IMPACT

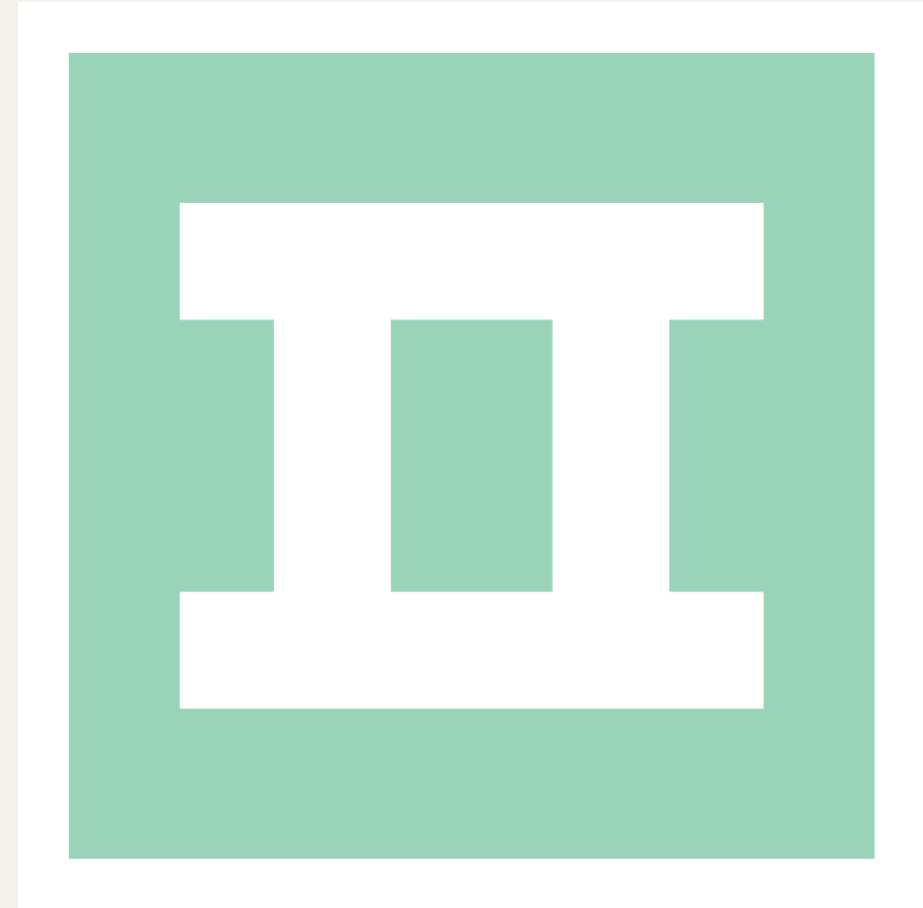
ICF Denmark

Coaching and Gender: Navigating Career Success

2025-05-16



HAFFSA RIZWANI
PARTNER & PHD SCHOLAR



INCLUSIVE IMPACT

TODAY'S SEMINAR

Coaching & Gender: Navigating Career Success

- Decoding Success: Beyond Merit, Toward Capital
- Coaching as Catalyst: Social Capital in Action
- Your Influence, Her Ascent: Navigating Career Success



Decoding Success: Beyond Merit, Toward Capital

**5 GENDER
EQUALITY**



**FOR ALL WOMEN
AND GIRLS:
ACCELERATE ACTION**

NO COUNTRY HAS
CLOSED THE GENDER
GAP¹

131 YEARS TO ACHIEVE
FULL GENDER PARITY
WORLDWIDE²

169 YEARS TO ACHIEVE
ECONOMIC PARITY³

ECONOMIC
EMPOWERMENT FOR
WOMEN IS IMPERATIVE

US 32,6%



FRA 27,9%



GER 23,2%



GBR 29,5%



SWE 27,2%



POL 17,7%



Nicholas J. Fuentes

@NickJFuentes

Your body, my choice. Forever.

11:19 PM · 2024-11-05 · **1M** Views



TECH

Zuckerberg says most companies need more 'masculine energy'

BY **BLOOMBERG**

January 13, 2025 at 8:55 PM GMT+1



Trump sparks outcry with implication that DEI policies are at fault in D.C. midair collision

"We have to have our smartest people" as air traffic controllers, Trump said.



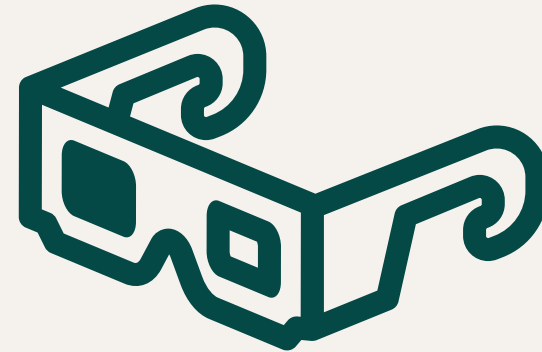
TRUMP AND MERITOCRACY



MYTH OF MERITOCRACY



Overconfidence in meritocracy...



...exposes us to overlooking systematic and individual biases

Gender inequality in organizations
isn't just reflected – it's reinforced.

**But what's reinforced can also be
reimagined.**

Coaching as Catalyst: Social Capital in Action

POLL QUESTION

In what ways do you see coaching acting as a catalyst for enhancing social capital?

- Helping clients build strategic relationships
- Increasing visibility and access to influential sponsors
- Supporting stakeholders management
- I haven't explored this dimension in my coaching





HOW DO YOU ACHIEVE / PERCEIVE CAREER SUCCESS?

**MERITS &
PERFORMANCE**

**NETWORKS &
RELATIONS**



CAREER CAPITAL

HUMAN CAPITAL

SOCIAL CAPITAL



GENDER *SHAPES* SUCCESS

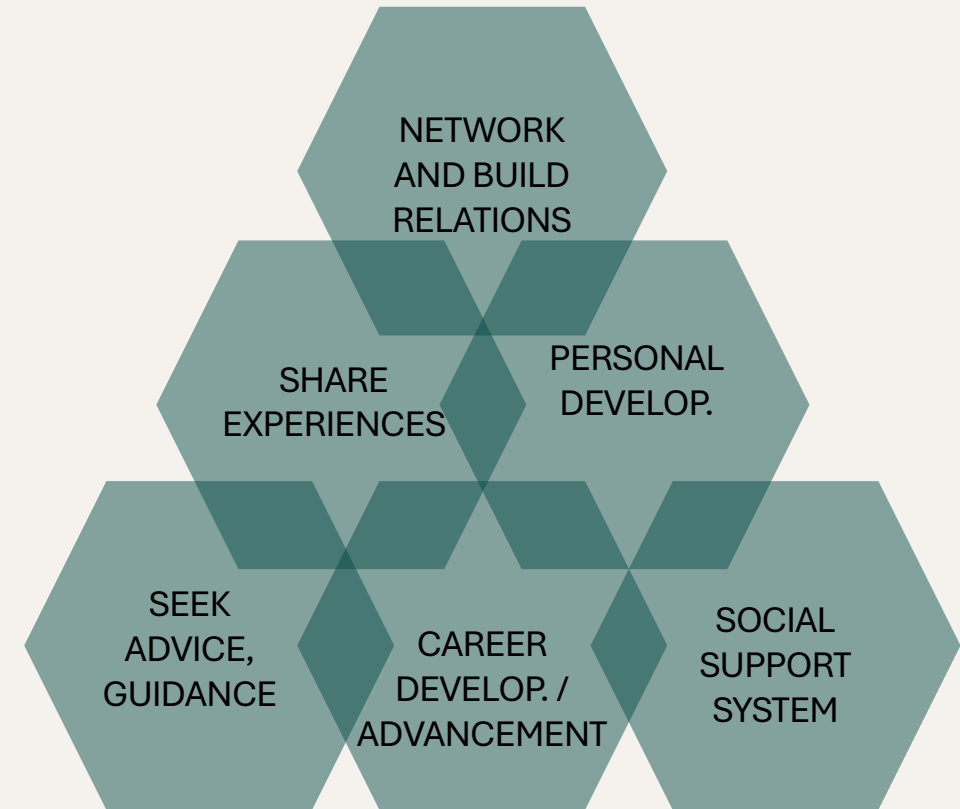


“For women, **social capital** isn’t just currency – **it’s gold**. It opens doors merit alone can’t.”

-Choi, S. 2019. *Breaking the Glass Ceiling*.

SOCIAL CAPITAL

- **Networks and relationships** between people to achieve things more effectively, strategically
- **Trust** is key
- **Share knowledge:** resources and opportunities
- **Enhance social skills:** gain support for career development and advancement, emotional well-being, navigating career choices
- **Builds reputation and goodwill:** recognized, respected, visible and thus trusted





SOCIAL CAPITAL MAPPING

- What kind of social support do I need?
- Networks and social support inside my workplace
- Networks and social support outside my workplace



Personal Social Capital

- Family and friends
- Alumni-networks
- Social clubs and Associations
- Informal mentors
- Online platforms (LinkedIn)



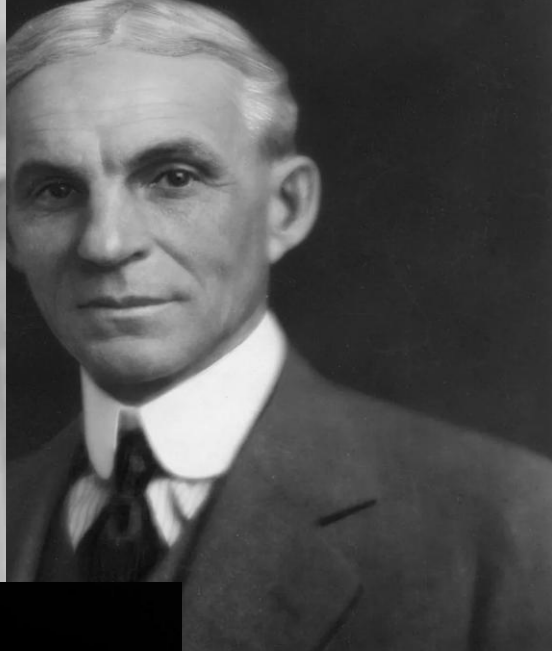
Professional Social Capital

- Colleagues, peers and manager
- Mentor(s) and coach (internal and external)
- Sponsors and key stakeholders
- Cross-functional teams and networks
- Professional development programs

Image Source: iStock



Why are female
professionals
lacking social
capital?



THE OLD BOYS' CLUB

- Informal social interactions & networks
- Schmoozing behavior
- Exclusive decision-making power
- Homosocial reproduction
- Male-centered activities (bar, golf, sauna, hunting)



SOCIAL CAPITAL AND GENDER

RESEARCH THAT TELLS A STORY

HISTORICAL EFFECTS



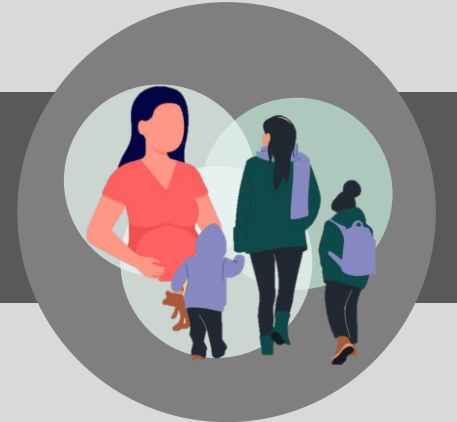
**IDENTITY,
AUTHENTICITY,
POLITCS**



MERITOCRACY



**MOTHERHOOD
PENALTY**



BREAKING THE MYTHS

- Motherhood penalty
- Leadership effectiveness debacle
- Performance evaluation bias
- Visibility-flexibility paradox
- Think Manager, Think Male
- Lack of social capital and networks



EFFECTS OF GENDER GAP: ECONOMIC INEQUALITY



- Slow and uneven career advancement
- Leadership male, pale & stale
- Lack of female role models and decision-making power
- Social exclusion in activities and stretch assignments
- Glass doors and glass ceiling

” Social capital, when cultivated through coaching, becomes a transformative tool for women to transcend traditional power structures. ”

Sungjoo Choi, International Public Management Journal, 2019

Your Influence, Her Ascent: Navigating Career Success

HIDDEN DRIVERS OF SUCCESS



MENTORSHIP



COACHING



SPONSORSHIP

BY KEY STAKEHOLDERS IN THE ORGANIZATION: POWER, INFLUENCE, LEADERSHIP

Image Source: iStock

POLL QUESTION

Does gender play a role in your coaching practice?

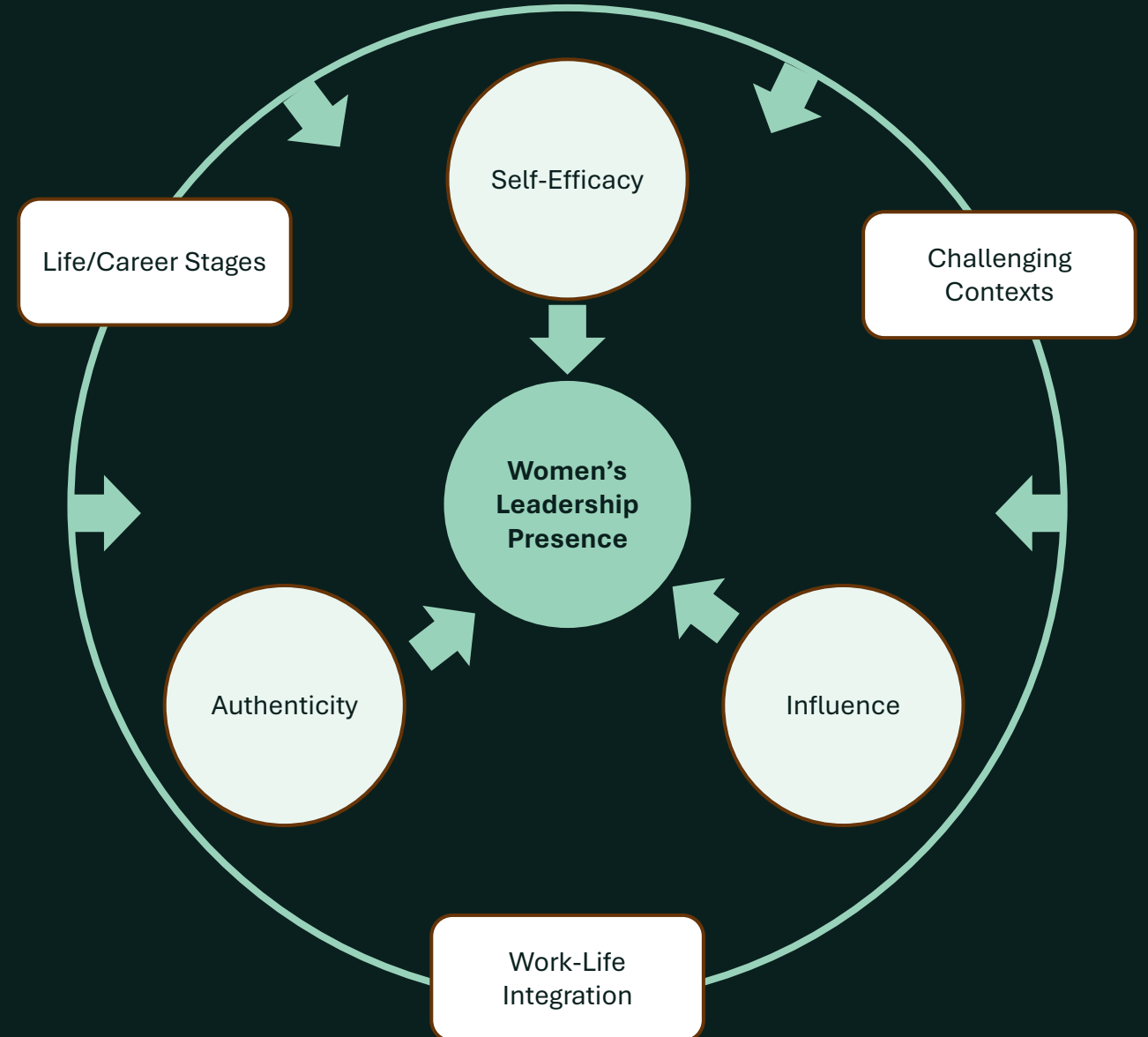
- Yes, I actively consider gender in my approach
- Sometimes, it comes up depending on context
- Not really, I focus on universal coaching principles
- No, I intentionally keep gender out of my coaching lens
- I'm not sure, I haven't thought much about it



Gender *influences* coaching outcomes, leadership access, and performance expectations.

Gender and Leadership Research, Haffsa Rizwani, PhD Scholar - Henley Business School

FRAMEWORK FOR WOMEN'S LEADERSHIP DEVELOPMENT



Key Factors affecting Women's Leadership Development	Self-efficacy	Influence	Authenticity
Focal areas: <ul style="list-style-type: none"> Organizational culture, politics Leadership values, philosophy Leadership practice Leadership vision Role models Allyship 	Focal Areas: <ul style="list-style-type: none"> Accomplishments Achievements Knowledge, skills and abilities Career capital Outcomes measures, performance 	Focal Areas: <ul style="list-style-type: none"> Social capital Networks, mentors, coaches, allyship Organizational aptitude Stakeholder management Team cohesion 	Focal areas: <ul style="list-style-type: none"> Aspirations Values Leadership Style Integration, inclusion, belonging
CHALLENGING CONTEXT	<ul style="list-style-type: none"> Navigating teams, leadership, internal-and-external changes 	<ul style="list-style-type: none"> Identity support networks, mentors, sponsors Key stakeholders for buy-in Who are your role models Communication style 	<ul style="list-style-type: none"> Your value-orientation Psychological safety and capital Managing adversity
WORK-LIFE INTEGRATION	<ul style="list-style-type: none"> Professional roles for development and advancement Personal roles Short-term and long-term goals Opportunities and obstacles 	<ul style="list-style-type: none"> Mentor, role model to guide with work-life integration questions, challenges What's working, not working How to make smart choices 	<ul style="list-style-type: none"> Your (multidimensional) social roles What are your energy gainers and drainers
LIFE/CAREER STAGES	<ul style="list-style-type: none"> Present life stage: aligned/misaligned with career stage What would make you most effective (resources, support) 	<ul style="list-style-type: none"> Mentors, coaches, sponsors? Contributions recognized? Career goals? 	<ul style="list-style-type: none"> Your signature strengths as manager/leader Your leadership style Your value orientation

O'Neil, D. & Hopkins, M. 2015. *A framework for developing women leaders: application to executive coaching*. Journal of Applied Behavioral Science.

” Women belong in all places where decisions are being made. ”

Ruth Bader Ginsburg

A graphic featuring two overlapping speech bubbles on a dark teal background. The left bubble is a darker shade of teal and contains a large, light teal letter 'Q'. The right bubble is a lighter shade of teal and contains a large, light teal letter 'A'. An ampersand '&' is positioned between the two bubbles, centered vertically. The bubbles have a tail pointing towards the bottom left.

Q & A



Haffsa Rizwani | Partner

Inclusive Impact

Haffsa.rizwani@inclusiveimpact.se



LinkedIn

Connect

THE POWER OF SPONSORS



Video Source: YouTube, Carla Harris, Morgan Stanley