

# Profit and Loss Leadership Accelerator



## The program:

- This six-month program leverages a multi-pronged approach to offer a comprehensive learning experience:
  - Teaches key business and financial acumen through a simulated three year business strategy
  - Includes sponsorship from internal company executives one or two levels up
  - Provides a virtual executive coach
  - Engages external navigators/mentors who have managed significant P&Ls
  - Delivers core skill leadership training specific to women leaders
  - Contains a small participant of 20-30 women leaders
  - Requires 10-15 hours of learnings and meetings per month

## Target Audience:

- High potential women with multicultural women holding at least 50% of the participant seats
- One level below the point their organization first assigns P&L responsibility
- Approximately 5-10 years of experience

## Key Benefits

- High level training for internal sponsors
- Increased levels of responsibilities and/or move into or advance in operating roles within 18 months
- Increased confidence in skills and capabilities
- Growth of meaningful support network to leverage across career
- Enhanced authentic leadership skills through training in visibility, courage and resilience, confidence and assertiveness, and emotional intelligence
- Enhanced understanding of career opportunities and expanded roles

## Business Acumen:



Advantexe works with P4P to develop both Business Acumen and Business Leadership skills.

Using a three-year business strategy approach will help participants build a deeper understanding of business acumen with a specific focus on Profit & Loss management, enterprise financial reporting, and key business metrics. The business acumen component will be delivered by Advantexe, a simulation-centric virtual training company. Working in small teams, participants will run a simulated business and identify how business strategy drives operational decisions to achieve specific business goals and financial outcomes. They will gain insight into the interconnectivity of operational functions, and the importance of internal alignment in achieving business goals. Over the course of 3-4 simulated years, or rounds, participants make several interrelated revenue generation and cost management decisions, having to juggle and make trade-offs regarding revenue opportunities and their associated costs. The simulations, supported through discussion, will help participants understand important business concepts such as revenue, profit, margin, cost of goods sold, planning, forecasting, capital investments, ESG, and how decisions transcend the entire organization

### Business Leadership

The second type of simulation being used in the learning journey is called a best practices simulation. The best practices simulation will focus on foundational elements of business leadership including setting goals, coaching, giving feedback, delegating, and resolving business conflicts. Over the course of several simulated years, participants will “weave” through different situations and scenarios making decisions and feeling the immediate impact of those decisions on direct reports, peers, and managers. At the end of each round, participants receive rich feedback and engage in dialogues on how to take the best practices learned back to the job.



## Core Skill Development:



The Paradigm for Parity Profit & Loss Leadership Accelerator learning journey extends beyond the financial acumen to empower women leaders to excel and achieve leadership success. This component of the program is taught by Dr. Sheila Robinson focuses on four modules:

**Emotional Intelligence** will expound on the concept of self-awareness, self-regulation, and our ability to communicate effectively with others. From self-regulation and managing emotions when dealing with bias to overcoming imposter syndrome.

**Courage & Resilience** will review the fundamentals of taking risks, being brave, and

demonstrating the willingness to speak up. You will discuss the common challenges that women of color face in exercising courage, talk through risk taking and learn how to bounce back from failure.

**Visibility** will conclude with strategies for how to get noticed, be influential, and have your impact felt across the organization. It will also highlight the importance of building relationships and leveraging them for exposure and gaining credibility. This session covers building internal and external networks to leverage mentoring and sponsoring relationships and evaluating when and if to take stretch assignments.

**Confidence & Assertiveness** will explore these foundational attributes of executive success. Participants will engage in a deep dive discussion about what is often referred to as the “confidence gap,” the theory that women feel less confident than men in their own abilities, and thus are hesitant to promote themselves and their accomplishments and they are more likely to avoid asking for the raise, the promotion, or the assignment. Learn what your confidence quotient is, identify and challenge the assumptions of yourself and how others view you then create strategies to build greater confidence.

Emory University’s Goizueta Business School has also designed a segment specifically for participants that focuses on career management skills and how to apply those skills to their professional roles.

## Executive Coaching:

AceUp, our Executive Coaching partner for the P&L Leadership Accelerator, uses evidence-based leadership assessments to identify the individual leadership & behavioral profiles of each program participant. Then a five-phase coaching journey launches to support women in seamlessly moving from goal clarification to achievement. With over 1,000 highly experienced, certified coaches, participants can choose the coach that is right for them through a customized and algorithm-based matching process.



Participants will have:

- Two 1-hour 1:1 coaching sessions per month
- Unlimited 30-minute flash coaching sessions
- Three 1-hour group coaching sessions

Access to AceUp Coaching Platform, including:

- Personalized learning through prompts and curated content from HBR, TED, and more
- Goal tracking, Insight tracking for between session notes, and follow-up assessments
- Confidential messaging with their coach plus anytime messaging access for “on the fly” guidance through the app



## Mentorship:

One of the most powerful and unique attributes of the P4P P&L Leadership Accelerator is access to volunteer mentors. The program mentors are women and men of all backgrounds who have managed business units with significant profit and loss responsibility. Our mentors will support participants in navigating the realities of advancing careers in operational roles by sharing leading practices around P&L experience.



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## Quotes:

"I'll tell you the true story. This has changed my life, Dr. Sheila Robinson, the imposter syndrome...These ladies, their vulnerability, the nuggets that you shared, you guys have been amazing. And the fact that I don't have a degree doesn't change that I belong with you and I belong here."

– Marquisha Smith, Participant

"What I got from this program was...how important it is to have a place that I can go, to be vulnerable, to talk about the areas of opportunities that I have, the areas that I want to grow and develop, and be able to say that to people who understand and can relate to my experience as a diverse woman in leadership. And so this has truly been a blessing for me...Thank you so much to all of our organizers who put on the program, and then thank you to all the participants for being a part of my village."

– Tiffani R. Howard, Participant

"Before this program, if you asked me, am I playing to win? I'd say, hell yeah, I'm playing to win 100%. My whole life I played to win. But the truth is I was never playing to win. Ever, ever...I said [to Dr. Robinson] 'oh my God, I'm having a cathartic experience. I have never been playing to win. I've been only playing not to lose.' So what happens when you play not to lose? Right. Alright. What do you do? You play from a foundation of fear."

– Cynthia North, Participant