

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 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



Alumni 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

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Profit and Loss Leadership Accelerator FAQS

What is the structure of the program?

This program consists of 6 segments:

1. Advantexe Profit and Loss Business Simulator

- In this unique, interactive learning environment, participants are placed into groups no larger than five and provided with key P&L principles before being placed into a business simulator where they make decisions based on their individual business goals.
- All Advantexe sessions are scheduled directly by the P4P team via Zoom.

2. Master Class Series with Diversity Woman Media

- Participants have not only found these “power skill” sessions to be essential to their professional toolkit, but also found the group dynamic of these sessions to be a major component in providing a safe and honest space for participants to express themselves authentically on the challenges and rewards of being a woman leader.
- All Masterclass sessions are scheduled directly by the P4P team via Zoom.

3. Emory Goizueta Business School Workshop

- This one day, two (2) hour workshop will be scheduled directly by the P4P team via Zoom.

4. AceUp Executive Coaching

- As a part of their pre-work, participants will receive a questionnaire from AceUp that will allow them to provide two (2) executive coach suggestions. Participants will schedule one (1) 30 minute meeting with both coaches in order to determine their coach throughout this 6 month program.
- All 1:1 AceUp sessions are scheduled by each participant via the AceUp platform. Group sessions are scheduled by the P4P team via Zoom.

5. Leader Lab

- These panel sessions feature current and former P&L female leaders to support participants in navigating the realities of advancing careers in operational roles by sharing leading practices around P&L experience.

6. Internal Sponsorship

- Each organization is responsible for assigning an internal sponsor to each participant. We recommend internal sponsors meet with their protégé at least four (4) times for one (1) hour throughout the course of this six month program however protégé and internal sponsors have the flexibility to schedule these sessions to a cadence that works best for them.
- While the P4P team will suggest the best time frame for internal sponsor meetings based on the overall flow of the program schedule, participants are responsible for directly managing and scheduling all internal sponsor sessions.
- Optional virtual training will be provided to all internal sponsors during the first month of the program.

Is the program in person or online?

- All sessions are virtual except for the Program Kick Off & Orientation and the Capstone Event.

How long is the program and time commitment for participants?

- This six month program comes to a close in July with a Capstone Event and requires approximately 10-15 hours a month. To strengthen the participant's support network, we encourage them to share the program schedule with their direct managers.
- Participants may choose to meet offline with group members at their own discretion – this program does not require any homework/work offline.

What is the time commitment for internal sponsors?

- We suggest that internal sponsors meet with their protégé at least four (4) times for one (1) hour throughout the course of this 6 month program however protégé and internal sponsors have the flexibility to manage and schedule these sessions directly to a cadence that works best for them. All invitations sent to internal sponsors by P4P, including invitations to the internal sponsor Informational Session, are optional.

Are there any participant nomination requirements?

- High potential women leaders.
- One level below when their organization first assigns P&L responsibility.
- Approximately 5-10 years experience.
- Ability to maximize investment by maintaining an overall 85% attendance rate.

Are there any internal sponsor nomination requirements?

- Sponsors should be able to commit to meeting regularly with their protégé.
- Sponsors should be at least 1-2 levels above protégé and familiar with the protégé and their work.

What is the cost of the program and where do I submit payment?

- The total cost of the P4P Profit and Loss Leadership Accelerator Program is \$20K for each participant. This includes sponsor training for all internal sponsors, a hybrid Kick Off & Orientation and the Capstone.
- Invoices will be sent to participating companies in October, due in November.

How do I submit participant and internal sponsor nominations?

- After reviewing the program, program schedule and participant best practices, the nominated participant will fill out the P&L Leadership Accelerator Program participant enrollment form by October 15, 2024, but seats are available on a first come, first serve basis.
- P4P will confirm participant and internal sponsor seats via email on or around October 31, 2024.

How can participants maximize the benefits of this program?

- In order to maximize the full benefits of this program, each participant will need to maintain an overall attendance rate of 85%. Participants will receive an attendance report at the end of each month where they can track their progress.
- Upon completion of the program, the participants are celebrated during the Capstone Event in July. They will be awarded a certificate along with a digital badge that they can leverage across professional platforms such as LinkedIn and professional email signatures.

Who should I connect with should I have questions?

- Please contact our Director of Programs and Special Projects Shauna Blaize shaunablaize@paradigm4parity.com

Key Dates

1. **May 1, 2024:** Early P&L nominations open
2. **July 1, 2024:** P&L nominations open
3. **October 15, 2024:** Participant and internal sponsor nominations due
(Seats available on a first-come, first-serve basis)
4. **October 31, 2024:** Confirmations and Invoices forwarded to participating companies
5. **November 29, 2024:** Program payment due
(Split and deferred payment options available, please inquire for more details)
6. **December 1, 2024:** P&L Program Kick Off & Orientation RSVP due
7. **January 8, 2025** (date tentative): P&L Program Kick Off & Orientation
(NYC and virtual)



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