



## MODULE 2

# How to Gain Entry into Leadership Roles?



Co-funded by  
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# How to Gain Entry Into Leadership Roles

This module is designed to equip aspiring women leaders with essential tools and insights so that they are well-prepared to navigate and excel in their professional journeys. It delves into 5 critical areas, each of which is tailored to address the unique challenges and opportunities faced by women in the THL sectors. By fostering a holistic approach to professional growth, this module enhances individual capabilities and contributes to a more inclusive and sustainable future.

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**01** Education & Skills Development

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**02** Networking & Mentorship

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**03** Advocacy & Visibility

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**04** Building Leadership Qualities

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the European Union**



# SELF ASSESSMENT ACTIVITY



Take a sheet of paper and start writing,  
try to answer these questions!

**Are you someone who:**

- ✓ Wants to improve your organisation? Elaborate
- ✓ Has something to contribute? Elaborate
- ✓ Doesn't wait around for someone else to get the job done? Elaborate





# 01

## Education & Skills Development



*"Women belong in all places where decisions are being made. It shouldn't be that women are the exception."*

- Ruth Bader Ginsburg

## Career Development

Career development, within the context of leadership roles for women in hospitality, tourism and leisure, refers to the structured progression and enhancement of a woman's professional life in these sectors. It encompasses a range of strategies and initiatives designed to foster women's growth and advancement to leadership positions. For this section of the module, it includes: **Leadership Training & Skill Enhancement.** We want to equip women so that they seek-out promotions, navigate transitions and are better able to craft a personal career plan.



# Preparing to be a LEADER...

In the context of leadership roles for women in the THL sectors, "Education & Skill Development" is a **cornerstone for empowerment and career advancement**. This aspect focuses on providing women with the necessary knowledge and competencies to excel in leadership positions. We suggest training programs and courses that cover a range of skills, including how to understand the industry's evolving trends & challenges enabling you to stay ahead in a dynamic and competitive environment. In module 6 we also focus on developing soft skills such as communication, problem-solving, and creative growth, which are crucial for effective leadership.

## AN INTERESTING READ



[The tourism and hospitality career progression pathway | Emerald Insight](#)



# Examples of tailored courses that cover industry-specific technical expertise and managerial skills, designed for women aiming for leadership roles in the THL Sectors...

## Hospitality Management Fundamentals:

Courses focusing on the core principles of managing hospitality operations, including hotel and restaurant management, customer service excellence, and hospitality law..



## Tourism Marketing Strategies:

Specialised courses in marketing tailored for the tourism industry, covering topics such as digital marketing, branding for tourism destinations, and customer relationship management.



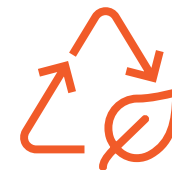
## Financial Literacy:

Training in financial planning, budgeting, and revenue management specific to the Tourism, hospitality or leisure sectors, enabling effective financial decision-making.



## Sustainable Development:

Courses focusing on sustainable practices in the THL sectors, addressing environmental, cultural, and economic sustainability, crucial for modern leadership.



## Event Planning & Management:

Specialised training in organising and managing events, which is a significant aspect of the hospitality and tourism industries.



# Examples of tailored courses that cover industry-specific technical expertise and managerial skills, designed for women aiming for leadership roles in the THL Sectors...

## Human Resource Management in THL Sectors:

Focused on the unique HR challenges in the THL sectors, covering staff recruitment, retention strategies, and creating a positive work environment.



## Crisis Management & Risk Assessment:

Preparing for unforeseen challenges in tourism and hospitality, including crisis management, emergency planning, and risk mitigation strategies.



## Cultural Competency & Global Tourism:

Courses that enhance understanding of different cultures, which is vital for global tourism leadership and creating inclusive tourism & hospitality environments.



## Leadership and Team Building:

Developing leadership qualities, team management skills, and strategies for inspiring and leading diverse teams effectively in all THL sectors.



## Innovation and Technology:

It is crucial to keep abreast with the latest technological advancements and innovation trends impacting the tourism and hospitality sectors.





## Useful Links:



WATCH  
Here

[SIMON SINEK: Leader versus manager - YouTube](#)

- [Leadership Skills: Online Courses, Training and Tutorials on LinkedIn Learning](#)
- [Top Woman Leadership Courses - Learn Woman Leadership Online \(coursera.org\)](#)
- [Woman Leadership Search results | Udemy](#)
- [Develop your personal wellbeing and career skill Mind Tools - Mind Tools](#)
- [Check out Career Pathways in Tourism & Hospitality | Tourism & Hospitality Sector News | CareersPortal.ie](#)
- [Careers in Hospitality & Tourism Industry - Hotel Management Careers \(ehl.edu\)](#)
- [John Maxwell Leadership Podcast](#)





# 02

## Networking & Mentorship



# Leveraging Networking for Career Growth

## TIPS:

- Attend professional THL events & seminars and engage in online platforms to meet potential mentors.
- Have a goal for each networking activity and follow up after meeting new people.
- Providing value to your network before asking for help can strengthen relationships and facilitate mutual support.

Networking is essential for developing and improving skill sets, staying informed about industry trends, and gaining access to resources for career development. Networking isn't just about exchanging information; it's about building long-term, mutually beneficial relationships.

## EXAMPLES:

- [TOURISM LEADERS CLUB | Facebook](#)
- [Skillnet Business Networks championing female leadership and diversity \(skillnetireland.ie\)](#)



# Building a Mentor Network for Career Growth

## TIPS:

- It's important to have **diverse mentors** for different career stages and needs, such as one for new ideas, another for reality checks, or one for career guidance.
- Seek mentors with **different skill sets** or experience to gain a broad perspective and critical feedback on various aspects like time management and leadership.
- Mentors can **introduce you to key individuals** in their network, providing personalised introductions that can transform your career.

A mentor network is often likened to a "personal board of directors," and it should consist of professionals you respect and seek advice from.

In Module 6 we Discuss Reverse Mentoring

*"A mentor is someone who allows you to see the hope inside yourself."*

- Oprah Winfrey

### Delve Deeper:

[Mentoring for gender equality: Supporting female leaders in the hospitality industry - ScienceDirect](#)



# Benefits of Networking & Mentorships...

Access to  
Expert  
Knowledge  
and Insights

Support and  
Encouragement

Feedback and  
Constructive  
Criticism

Skill  
Development  
and Personal  
Growth

Guidance in  
Career  
Planning

Confidence  
Building

Enhanced  
Career  
Opportunities

Broader  
Perspective

Expanded  
Professional  
Network

Increased  
Visibility and  
Recognition





# 03

## Advocacy & Visibility



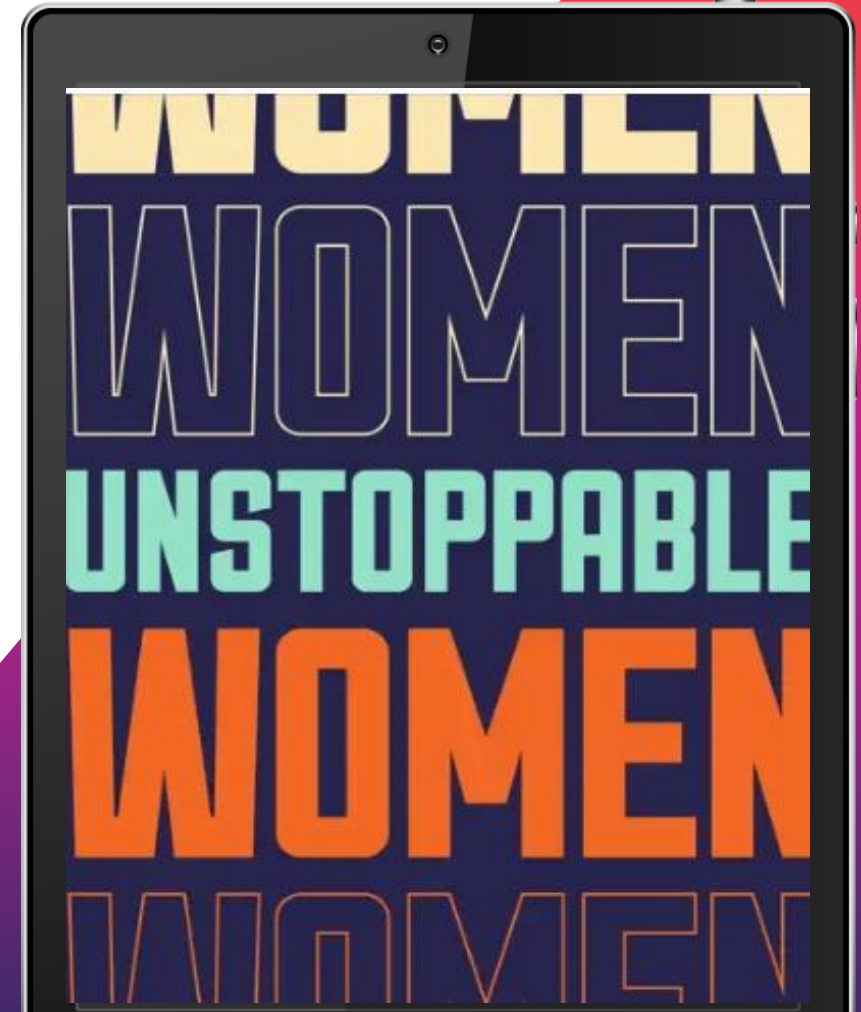
# Advocating for Women Leaders...

Advocacy for women's entry into leadership roles is about a multifaceted approach to creating a **supportive ecosystem** that acknowledges and addresses the unique challenges faced by women, promotes policy changes, empowers individual women leaders, and works towards a more inclusive and equitable industry.

Women are underrepresented in leadership positions across the THL sectors. Advocacy and the *We Lead* Project efforts aim to highlight and address this gap and involves pushing for equitable representation of women in leadership roles and emphasising the need for organisations to recognise and rectify this imbalance



[Unstoppable Women on Apple Podcasts](#)



# Five ways to SUPPORT women's leadership in climate action:

- Support and elect women leaders who are pushing for environmental policies.
- Demand government action for a zero-carbon world.
- Listen to and amplify the voices of women and girls in the climate movement.
- Demand equal representation of women in climate action task forces, teams, committees etc. at local and national levels
- Read and share stories of women at the forefront of climate action around the world.



[Source](#)





# ADVOCATING – A Multifaceted Approach

## 1. Policy and Culture Shifts

Effective advocacy includes demanding and implementing **policies that support women's leadership**. This encompasses calling for equal pay, advocating for parental leave policies supportive of all genders, demanding zero-tolerance policies for workplace sexual harassment and violence, and promoting equal representation of women in decision-making roles and boardrooms. Some progress is being made in this realm...

- [Gender equality strategy - European Commission \(europa.eu\)](https://ec.europa.eu/equality/strategy_en)
- [2021 report on gender equality in the EU \(europa.eu\)](https://ec.europa.eu/equality/2021-report_en)



# ADVOCATING – A Multifaceted Approach

## 2. Empowering Women Leaders

**Programmes and initiatives** that focus on building the pipeline of women leaders are crucial. This involves developing skills and behaviours that expand their impact and lead reliably. Such programmes can equip women with the **tools to develop their leadership vision and create an action plan to make that vision a reality**. These initiatives represent a commitment to reducing the gender gap in leadership roles and leveraging the untapped potential of women.

- [EWOB's Women Empowerment Leadership Program - \(europeanwomenonboards.eu\)](https://europeanwomenonboards.eu)
- [EIC Women Leadership Programme - European Commission \(europa.eu\)](https://europa.eu)



# ADVOCATING – A Multifaceted Approach



## 3. Challenging Gender Biases

Advocacy also involves understanding and **confronting the biases** against women in leadership. This includes raising awareness about gender bias and promoting education and training that enable women to advocate for themselves. It's important to foster an environment that supports women's advancement, provides equal opportunities, and challenges gender biases. These initiatives illustrate a commitment to fostering a more equal and inclusive society...

- [#EndGenderStereotypes - European Union \(europa.eu\)](https://european-council.europa.eu/media/e3000420/1678427/1678427_en.pdf)
- [Breaking barriers and building bridges: the power of Behavioural Insights for advancing gender equality - \(europa.eu\)](https://european-council.europa.eu/media/e3000420/1678427/1678427_en.pdf)



# ADVOCATING – A Multifaceted Approach

## 4. Supporting Work-Life Balance

Advocating for policies and workplace environments that support work-life balance is vital. This helps in creating opportunities for women to advance and thrive in their professional careers while managing personal commitments. The initiatives below, demonstrate the EU's commitment to fostering a more balanced work and family life, aiming to create a more inclusive and equitable work environment for all citizens.

- [Work-life balance - Employment, Social Affairs & Inclusion - European Commission \(europa.eu\)](#)
- [European Pillar of Social Rights - Building a fairer and more inclusive EU - \(europa.eu\)](#)
- [Library of Experience - Project Balance](#)



# Self-Advocacy

Self-advocacy at work involves you advocating for your own needs and growth. It's a process of **actively participating** in shaping your career trajectory by clearly expressing your career goals, development needs, and seeking the resources necessary for growth. This might include requesting specific training, tools for collaboration, or access to certain projects. Self-advocacy is not just about mitigating challenges but also about **promoting your achievements and contributions**, especially those that might go unnoticed. This self-advocacy is essential for personal growth, but it also benefits organisations by helping them understand and address their employees' needs, leading to better resource allocation and employee satisfaction.

How Female Leaders Can Tell  
Better Stories About  
Themselves - Leadership  
Story Lab



***I can and I  
will...I will  
and I  
can!!!***

# Visibility in the Workplace

Increasing your visibility is also key to professional advancement. It involves actively engaging in activities that raise your profile within your THL organisation. This can be done through actions like:

- speaking up in meetings,
- taking on high-visibility projects, and
- strengthening relationships with your superiors and colleagues.

By making your work and contributions known, you're more likely to be considered for opportunities for advancement. Visibility not only helps in getting recognised for your work but also opens doors to new opportunities, networks, and career paths.

*"Don't sit down and wait for the opportunities to come. Get up and make them."*

- Madam C.J. Walker



# The Power of Visibility

Broadcaster and business journalist Penny Haslam set off on a journey to find out why there were so few women experts on TV and radio, and found they are simply harder to come by because the modern workplace isn't working for women. It's time for change, and plenty of work is being done to get greater diversity in firms, but it's slow going. What can be done to help speed things up? Penny suggests that **we harness the power of visibility for women**, to create a win-win situation for everyone.



[The power of visibility | Penny Haslam | TEDxWhitehaven - YouTube](#)





# 04

## Building Leadership Qualities





# The Five Practices of Exemplary Leadership

Kouzes and Posner created their Five Leadership Practices model after researching people's personal experiences of excellent leadership. From this, they claimed that "...good leadership is an understandable and universal process..."

## Model the Way

Set an example  
Define the shared behavioural standards  
Achieve some small wins to build momentum

## Inspire a Shared Vision

Work on your vision  
Enlist others in a common vision by appealing to their values, interests, hopes and dreams.

## Challenge the Process

Search out challenging opportunities to change, grow, innovate and improve.

## Enabling Others

Foster collaboration with cooperative goals and build trust.  
Delegate power to develop their competence and offer visible support.

## Encourage the Heart

Recognise individual contributions to the success of the project.  
Celebrate team accomplishments regularly.



# Leaders have dreams, and dreams are goals



- ✓ Use the form on the right side to define your goals
- ✓ Hold yourself accountable
- ✓ Plan to reward yourself

## SIMPLE GOAL SETTING

NAME:

START DATE:

COMPLETION DATE:

MY GOAL:

OBSTACLES I MAY ENCOUNTER:

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STEPS TO REACHING MY GOAL:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

2 THINGS THAT SHALL HELP ME REACH MY GOAL:

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_

I WILL KNOW I HAVE REACHED MY GOAL BECAUSE:

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# Being an Efficient Leader

- ✓ Set up your leadership plan.
- ✓ Base your plan around actions needed to tackle the matters.
- ✓ Write these actions down.

- 01 What is your goal?
- 02 What knowledge do you possess that aids in achieving that objective?
- 03 What challenges/problems are you facing?
- 04 What are the possible solutions?
- 05 What strengths and potential opportunities do you identify?
- 06 What are the main actions required to achieve the best solution?
- 07 Who can help you implement them?



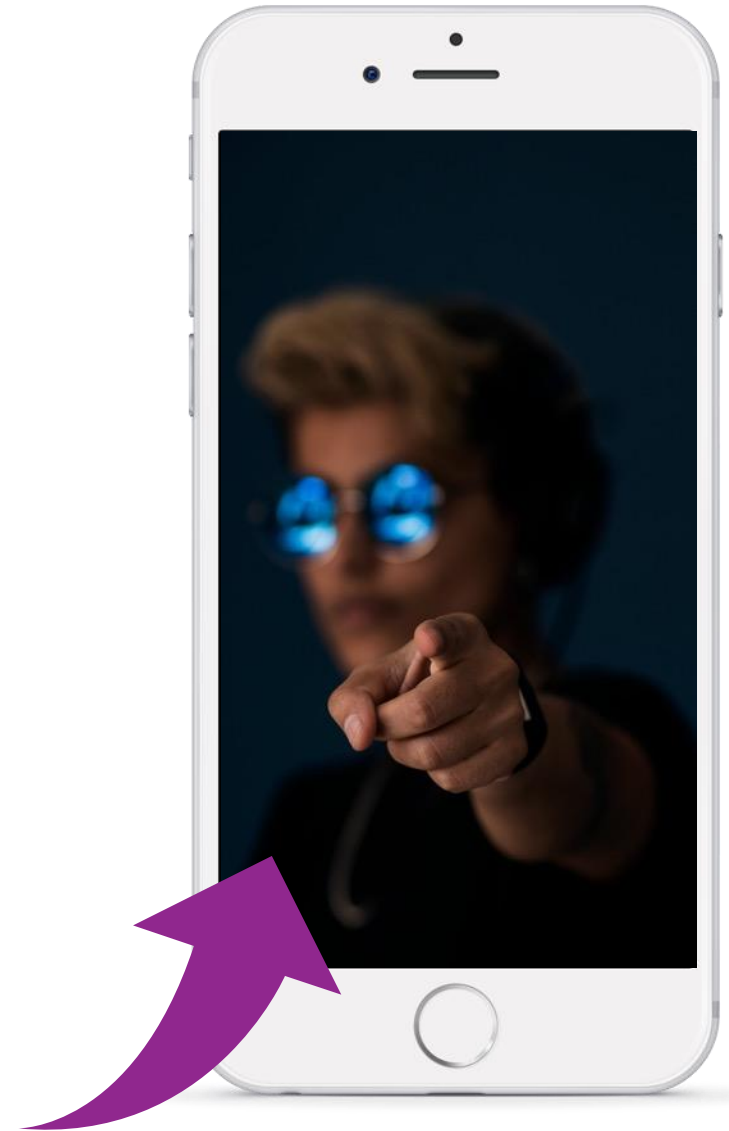
# YOU ARE A LEADER, HERE'S WHY

*Anyone who wants to make a difference and ends up making an impact with someone, somewhere is a leader – LOLLY DASKAL, leadership coach.*

1. Dedicate yourself to making a difference
2. Be sensitive to issues impacting others
3. Make the move – action!
4. Lead from within

**READ THE FULL ARTICLE HERE:**

<https://www.lollydaskal.com/leadership/everyone-see-leader/>



**Click above to read:  
Everyone Can Be A Leader – Here's How**



# Interesting Reads:



WATCH  
Here

- [The 5 Best Ways Women Can Get the Promotions They Want | LinkedIn](#)
- [Women Don't Self-Promote, But Maybe They Should - Professional & Executive Development | Harvard DCE](#)
- [Women in Hospitality, Travel, and Leisure 2020 WiH2020 Review | pwc.co.uk](#)
- [How career expectations influence advancement: evidence from women in the hospitality industry | Emerald Insight](#)
- [6 Ways That Women Can Champion Each Other At Work | leanin.org](#)

[What if we changed the story? - Women in Leadership \(youtube.com\)](#)

# CRITICAL THINKING ACTIVITY



Read this article: [Ways Women Lead by Judy B. Rosener, Harvard Business Review](#)

Try to answer these questions!

- ✓ What do YOU think about this article?
  - ✓ What do you agree with?
  - ✓ What do you not agree with?



[www.welead.eu](http://www.welead.eu)



Follow our journey



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