

# Visibility in the workplace

Women in Finance, CIPFA NE  
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# Manj Kalar



KALAR CONSULTING

<https://kalarconsulting.com/>

Email; [manj@kalarconsulting.com](mailto:manj@kalarconsulting.com)

- ▶ 30 years experience
- ▶ UK Central Govt: HMRC , Home Office, DCLG/HMT & local govt
- ▶ CIPFA – Central Govt & Financial Management & International Projects
- ▶ ACCA – Global Head of Public Sector
- ▶ Consultant – IPSAS training, IPSAS/ accrual accounting implementation, Conferences, Author, Coach



Raising visibility



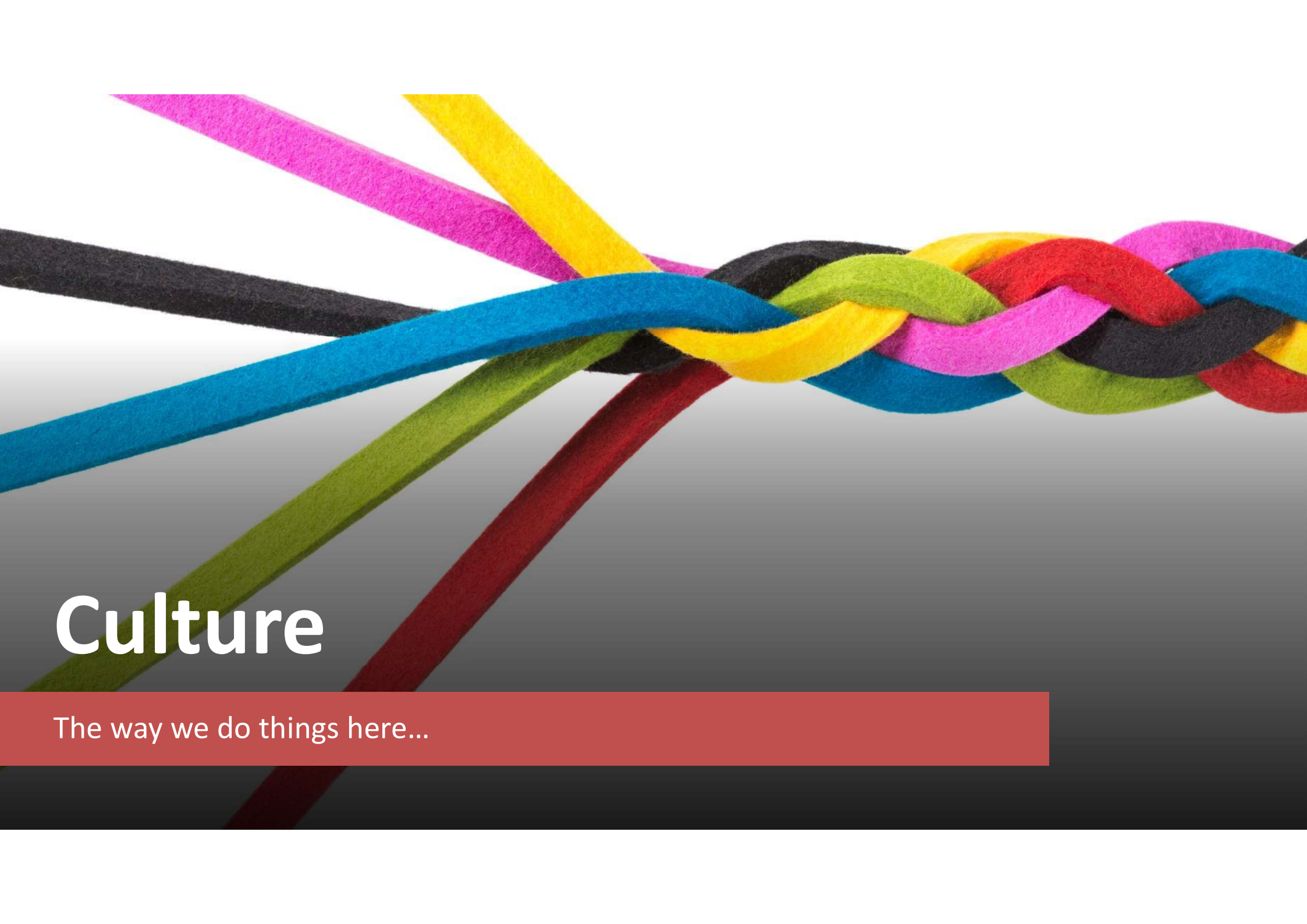
Confidence



Authenticity



Tips for raising visibility



# Culture

The way we do things here...

A photograph of two people from behind, wearing dark hats and striped ponchos, looking out over a beach at sunset. A rainbow is visible in the sky over the ocean. The scene is dimly lit, with the primary light source being the setting sun. The text 'Raising visibility' is overlaid in white on the left side of the image.

**Raising visibility**



Poll

# What stops you raising your profile?

Lack of  
confidence

Desire to  
avoid risk

Desire to  
avoid office  
politics

Lack of  
opportunity

Other

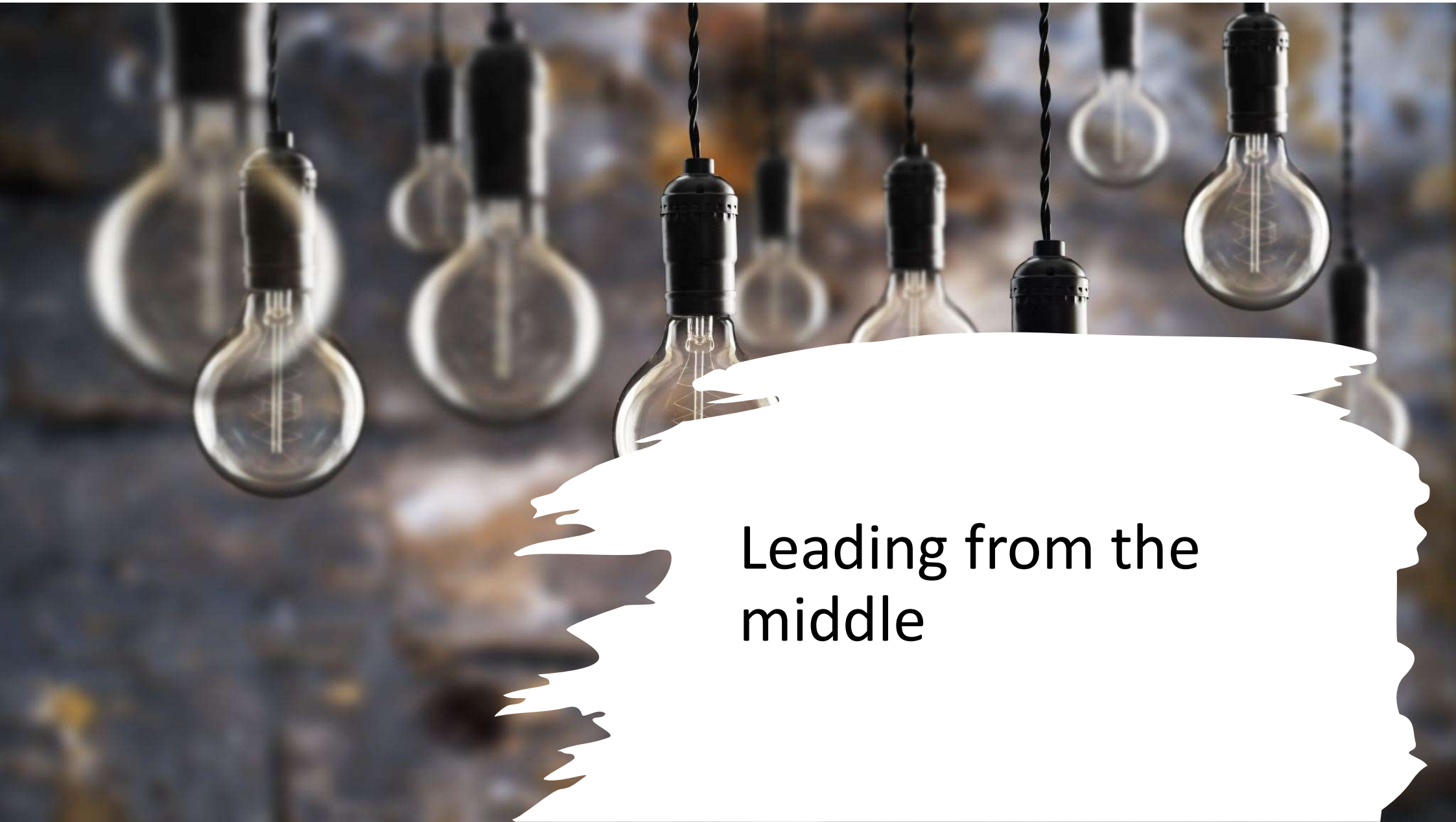


## Factors preventing women from progressing to leadership positions

- Structural barriers
- Institutional Mindset
- Individual Mindset
- Lifestyle barriers





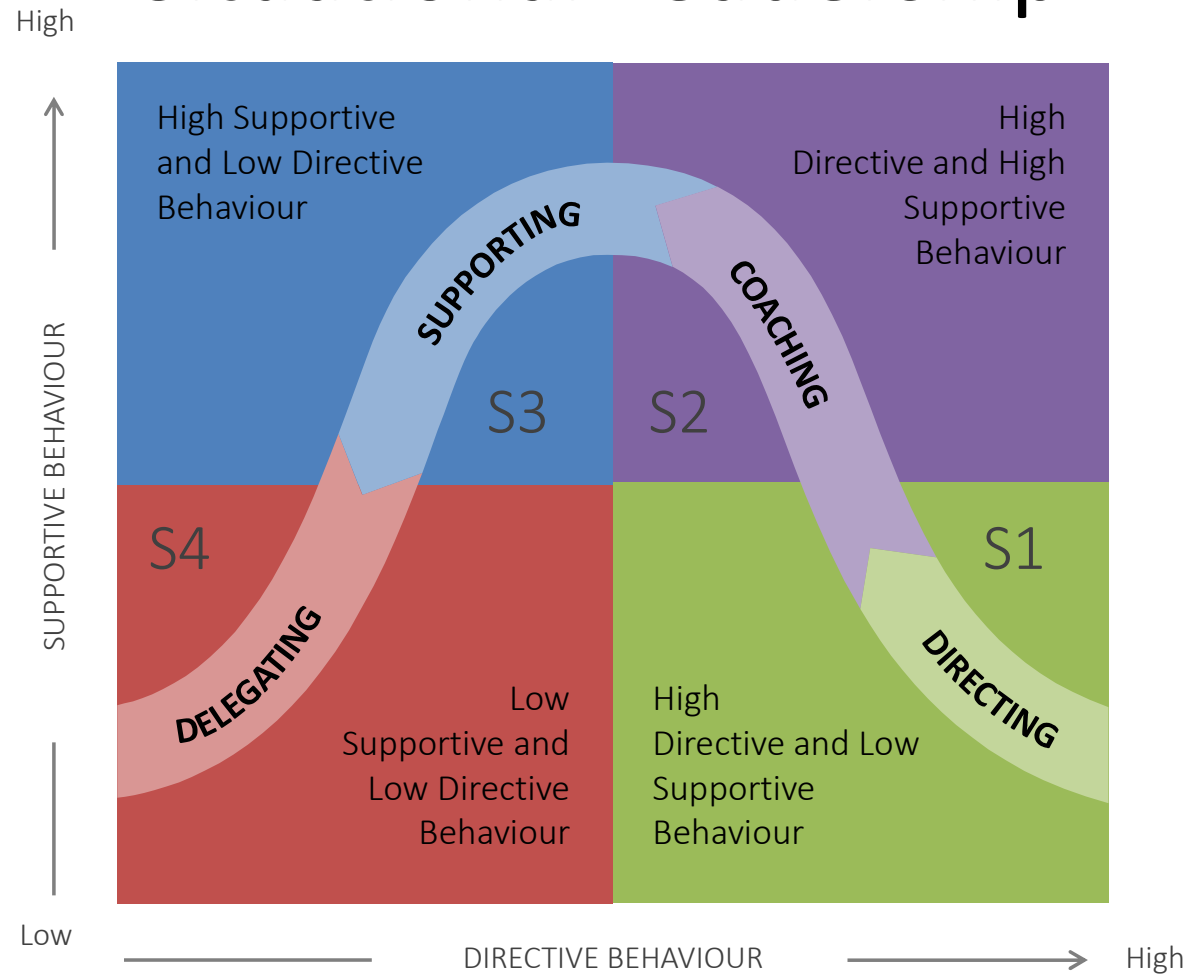


Leading from the  
middle

# Belbin Leadership Styles



# Situational Leadership



# Leadership Success Profile

WHAT PEOPLE  
**Know**



Core product knowledge

Knows strategic selling principles

**KNOWLEDGE**

WHAT PEOPLE  
**HAVE DONE**



Lead a team of sales associates

Held budget responsibility

**EXPERIENCE**

WHAT PEOPLE  
**CAN DO**

**COMPETENCIES**

Customer focus

Raising the bar



WHO PEOPLE  
**ARE**

**PERSONAL ATTRIBUTES**

Enjoy being responsible for achieving difficult sale targets

Continuous learning



A person is walking on a sand dune at sunset. The sky is filled with dramatic, dark clouds, and the sun is low on the horizon, casting a warm glow. The sand dunes are in the foreground and middle ground, with a person walking on one of them. The text "Increasing confidence" is overlaid in white, centered horizontally, with a white underline underneath it.

Increasing confidence

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# Increasing confidence

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- Give up perfection
- Do your best
- Impress yourself
- Expect good things
- Cheer yourself on
- Rise to the challenge
- Share your light

Source: Domonique Bertolucci





# Leadership Journey



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# The reality



Role 1



Role 2



Role 3



Role 4



Role 5



Role 6





# Raising Visibility How to



There are times when we don't know what to do or what is right for us.

Take some time to reflect on you and use these tools to help you on your journey.



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# Time to reflect



What are your values?



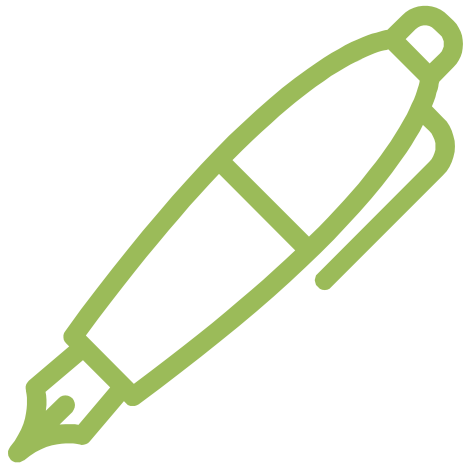
What do you want to be remembered for?



What is important to you?



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# Exercises

Ground rules:

This is not for anyone else but you. Be honest in your answers and help them guide you to the life you want to live..

Ready?



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# Journey of discovery : Authenticity



## Passion

What drives me? What do I get out bed for?



## Skills

What am I good at?



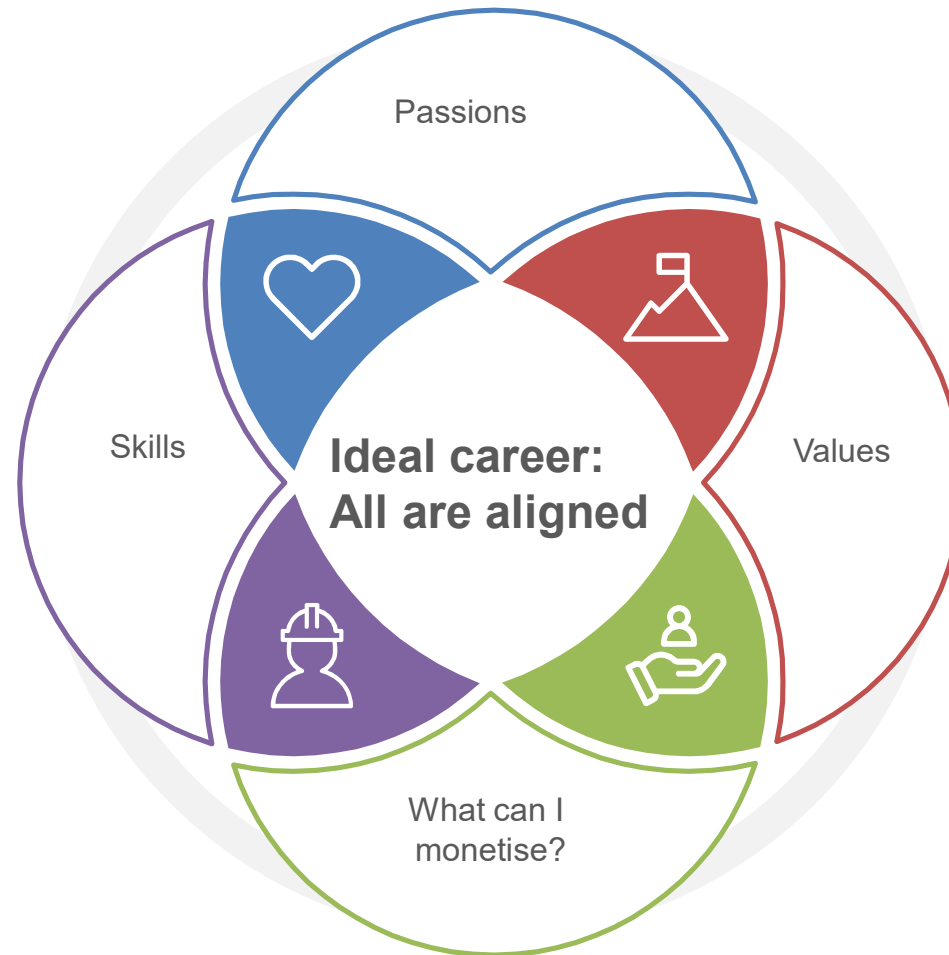
## Values

What do I want to be remembered for?



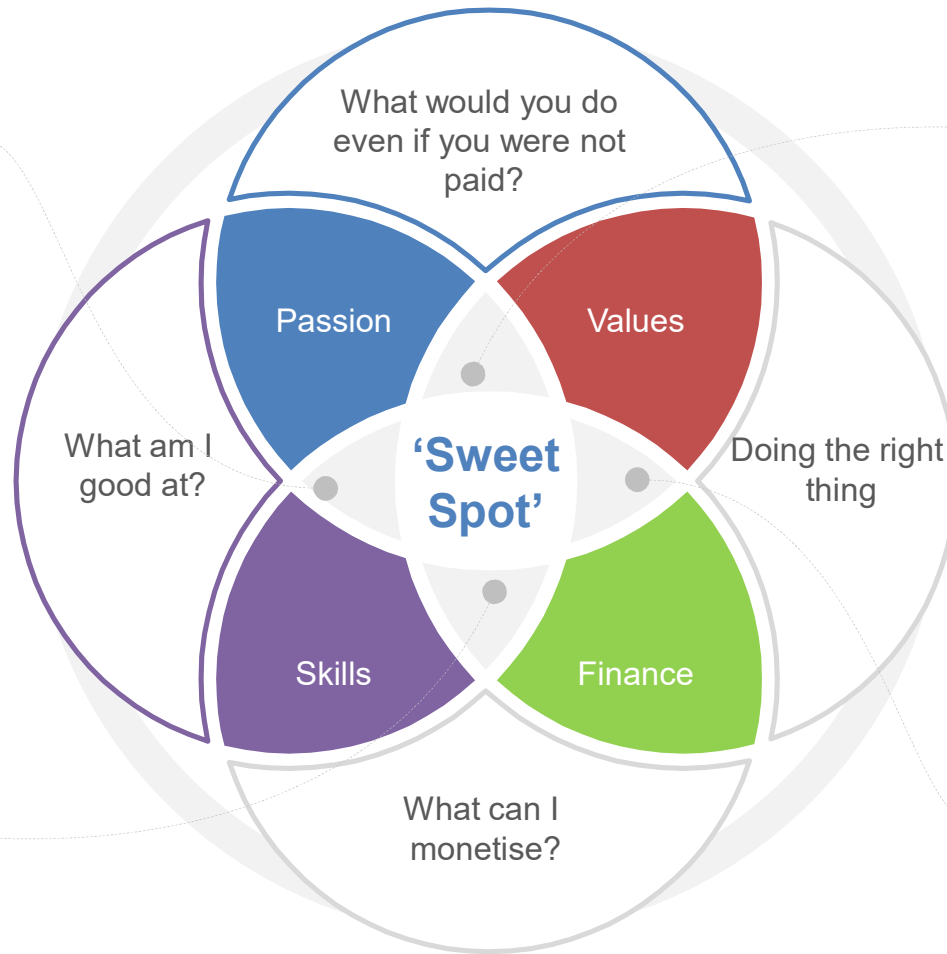
## Finance

What do I need to be financially comfortable



Work does not feel like work because it uses your skills to do what you love to

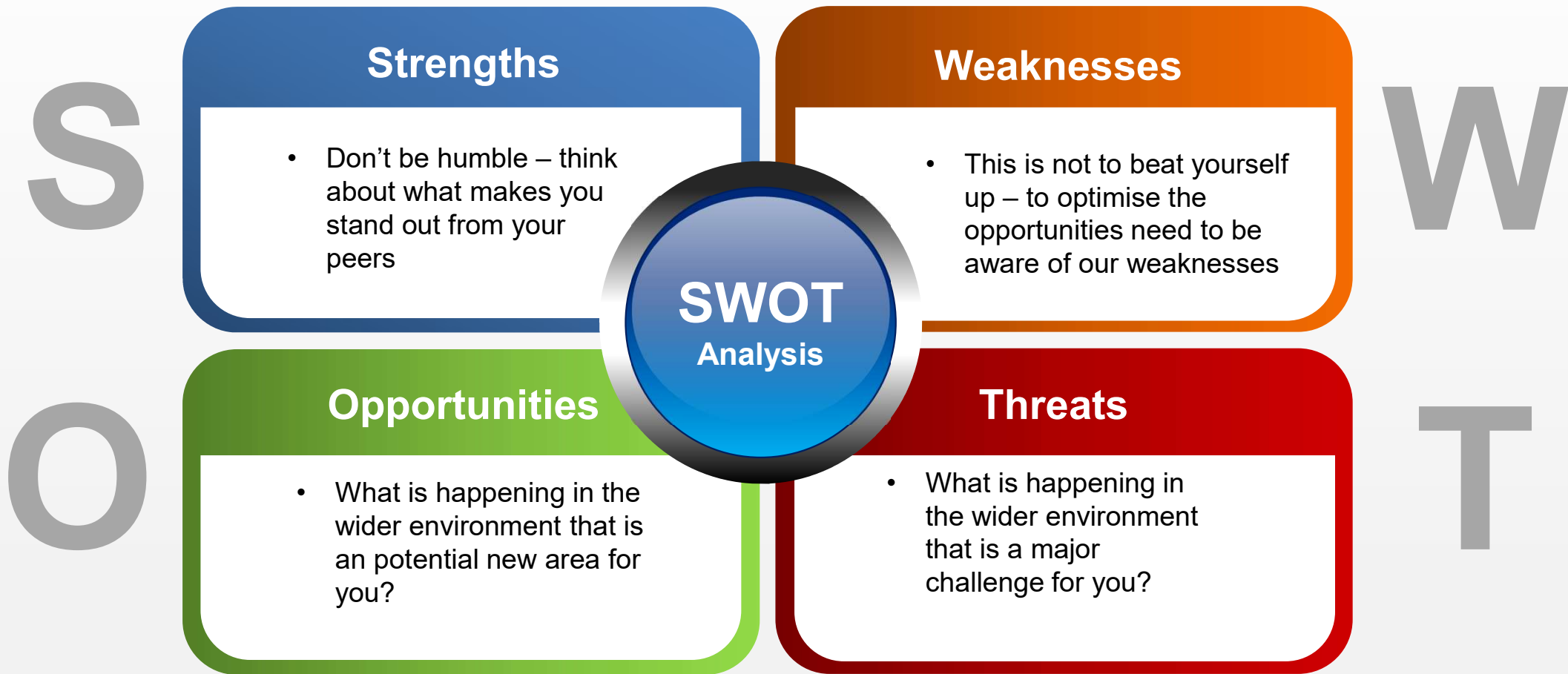
Work sings to your soul. Values are congruent with driving force.



Using skills to achieve an income. Functional relationship, not driven by passion or values

Values align with work. Not necessarily aligned to passion or skill

# SWOT Analysis





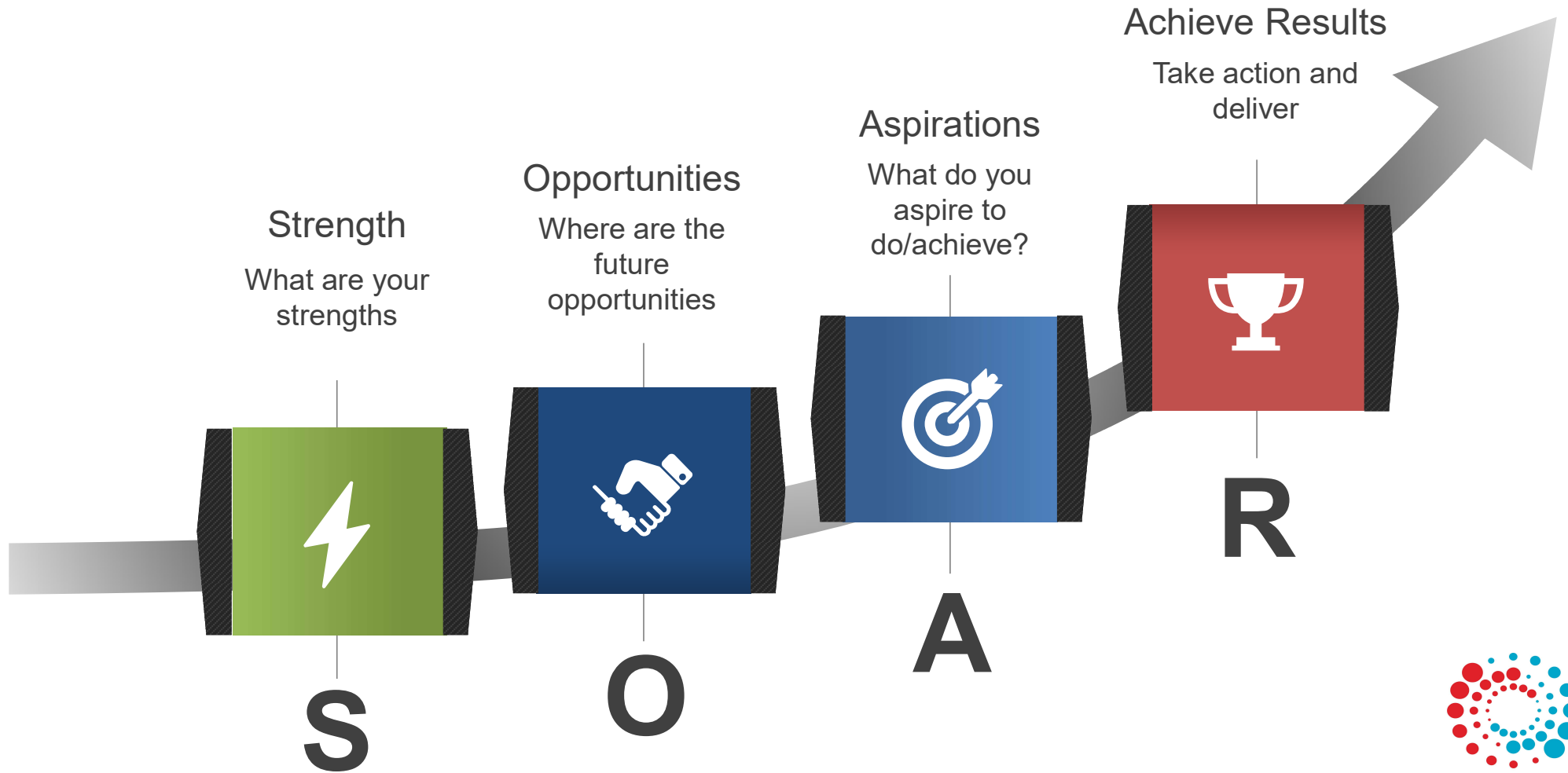
## You choose

Having assessed your strengths and weaknesses - determine the areas to focus

Note: You can choose to focus exclusively on your strengths as these give you a competitive advantage.



# SOAR







**Power of Reflection**

# Power of reflection

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- What went well and why?
- It would be even better if....
- What went less well and why?
- What would you do differently next time?
- What was the lesson?





## Your future

Having assessed your strengths and weaknesses and your values, skills and passions will help you determine next steps.

# Your Name

Your dream job title

You are the master of your destiny. Take control, assess your skills and 'pivot' to opportunities that optimise your skills - do you know what these are?

Create a  
vision  
statement

98%

Best skill

95%

Skill #2

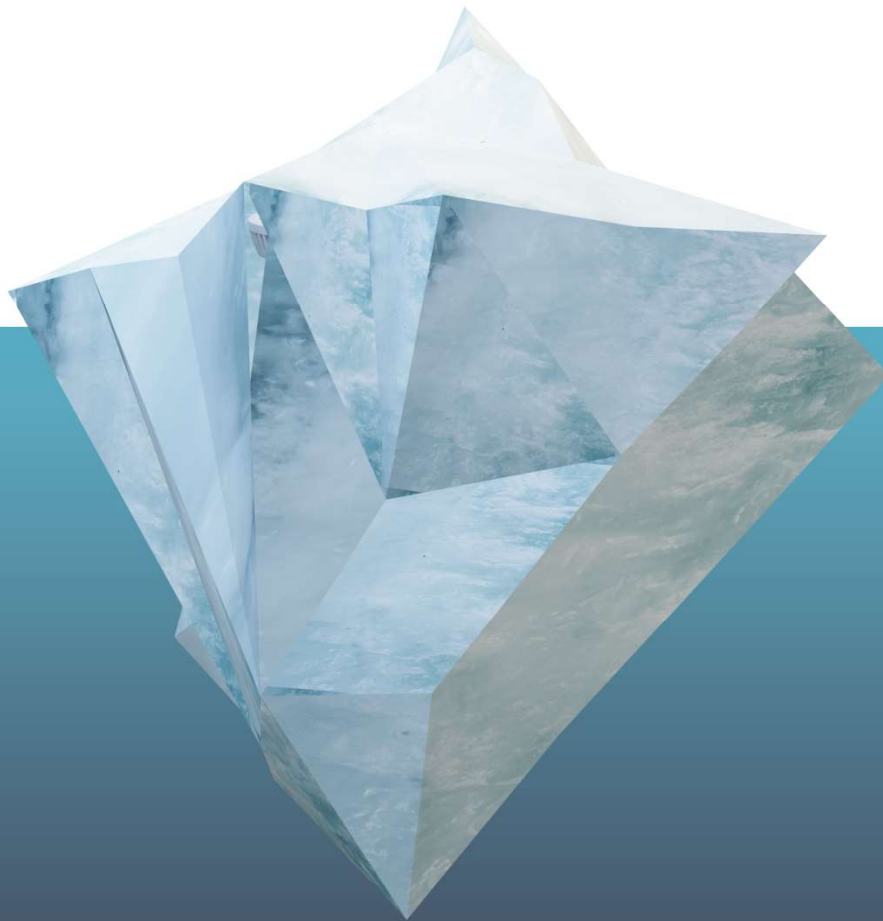
97%

Skill #3

# What's Next



Mentoring, coaching,  
supporting one  
another, increase your  
sphere of influence



## **Success**

What people see: recognition, awards, position...

### **What people don't see**

Hard work, persistence, late nights, rejections, sacrifices, discipline, criticisms, self doubts, failures, risks

# Manj Kalar



## Email address

Manj@kalarconsulting.  
com



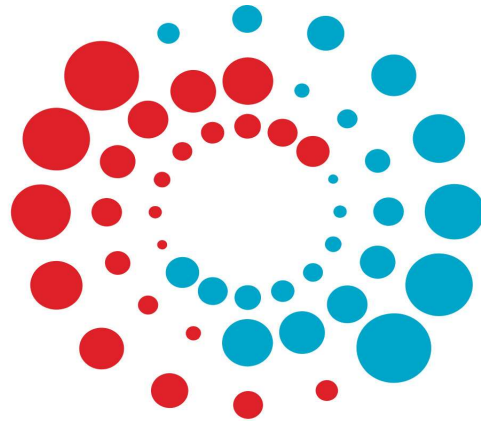
## Contact info

+44 (0) 7740 305 978



## Social media

@ManjKalar



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