THE happy CONSULTANCY GROUP

King

KICKING GLASS

CASE STUDY

KICK-ASS INFLUENCE

Learning Excellence Awards Winner 2022

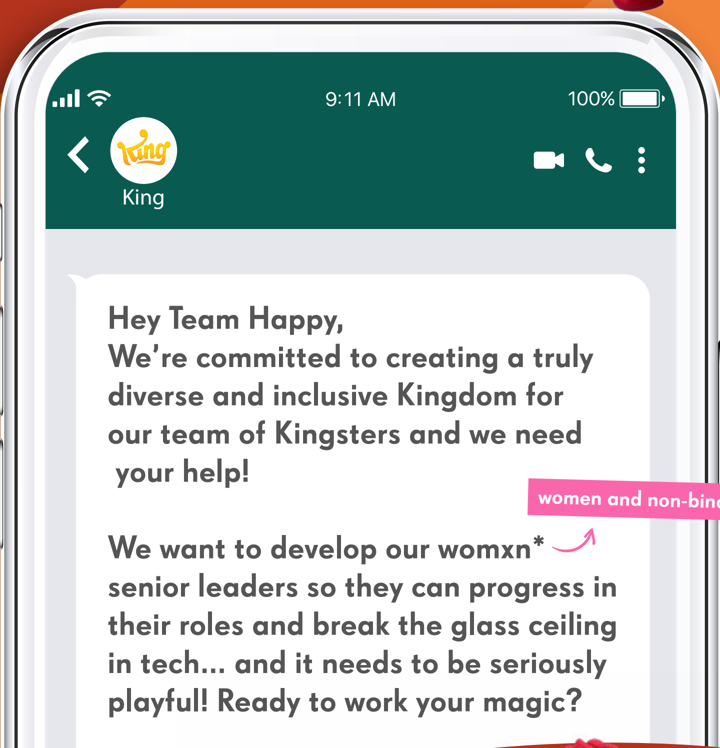
MANAGEMENT AND LEADERSHIP AWARD

INSPIRED LEARNING

WINNER Class of '21

Inspired Learning Award
Professional Services Award
The Local Business Awards

The Challenge



Hey Team Happy,
We're committed to creating a truly diverse and inclusive Kingdom for our team of Kingsters and we need your help!

We want to develop our womxn* senior leaders so they can progress in their roles and break the glass ceiling in tech... and it needs to be seriously playful! Ready to work your magic?

women and non-binary

The Solution

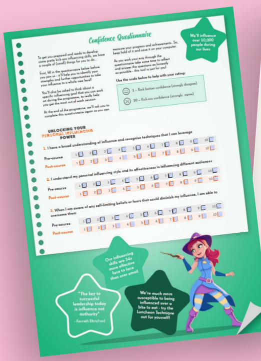
Unlocking the power to influence...

> "The key to successful leadership is influence, not authority."
> - Kenneth Blanchard

Following exploration, the award-winning **Kick-Ass Influence** programme was born!

Learners embarked on a two month journey of discovery, completing a series of virtual modules and back to work challenges to unlock their full influencing potential...

Pre-programme preparation



Confidence Questionnaire

To get you prepared and ready to develop some pretty kick-ass influencing skills, we have a couple of (small) things for you to do...

First, fill in the questionnaire below before you join us - it'll help you to identify your strengths and further opportunities to take your influence to a whole new level!

You'll also be asked to think about a specific influencing goal that you can work on during the programme, to really help you get the most out of each session.

At the end of the programme, we'll ask you to complete this questionnaire again so you can measure your progress and achievements. So, keep hold of it and save it on your computer.

As you work your way through the questionnaire take some time to reflect and answer the questions as honestly as possible - this tool is just for you!

Use the scale below to help with your rating:

1 – Rock bottom confidence (strongly disagree)
10 – Kick-ass confidence (strongly agree)

We'll influence over 10,000 people during our lives

UNLOCKING YOUR PERSONAL INFLUENCING POWER

1. I have a broad understanding of influence and recognise techniques that I can leverage

Pre-course	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	6 ☐	7 ☐	8 ☐	9 ☐	10 ☐
Post-course	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	6 ☐	7 ☐	8 ☐	9 ☐	10 ☐

2. I understand my personal influencing style and its effectiveness in influencing different audiences

Pre-course	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	6 ☐	7 ☐	8 ☐	9 ☐	10 ☐
Post-course	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	6 ☐	7 ☐	8 ☐	9 ☐	10 ☐

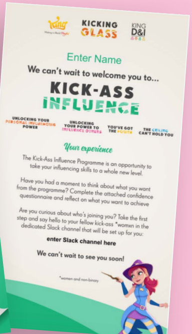
3. When I am aware of any self-limiting beliefs or fears that could diminish my influence, I am able to overcome them

Pre-course	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	6 ☐	7 ☐	8 ☐	9 ☐	10 ☐
Post-course	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	6 ☐	7 ☐	8 ☐	9 ☐	10 ☐

Our influencing skills are 34x more effective face to face than over email

"The key to successful leadership today is influence not authority"
- Kenneth Blanchard

We're much more susceptible to being influenced over a bite to eat - try the Luncheon Technique out for yourself!



King KICKING GLASS KING D&I

Enter Name

We can't wait to welcome you to...

KICK-ASS INFLUENCE

UNLOCKING YOUR PERSONAL INFLUENCING POWER
UNLOCKING YOUR POWER TO INFLUENCE OTHERS
YOU'VE GOT THE POWER
THE CEILING CAN'T HOLD YOU

Your experience

The Kick-Ass Influence Programme is an opportunity to take your influencing skills to a whole new level.

Have you had a moment to think about what you want from the programme? Complete the attached confidence questionnaire and reflect on what you want to achieve

Are you curious about who's joining you? Take the first step and say hello to your fellow kick-ass *womxn in the dedicated Slack channel that will be set up for you:

enter Slack channel here

We can't wait to see you soon!

*women and non-binary

UNLOCKING YOUR PERSONAL INFLUENCING POWER

7hrs

Unlocking the power of personal influence by enabling greater self-awareness and confidence

KICK-ASS INFLUENCE

The Champion

Dame Stephanie ('Steve') Shirley

British Information Technology (IT) pioneer, business woman and philanthropist

"We waste too much time being afraid, when what we should really fear is wasting time."

Accolades:

Kicking glass
She started a software company in 1962 that employed almost only female programmers after becoming fed up of hitting an impregnable glass ceiling (only 3 men out of 300 staff).

Reaping the rewards of success
When her company peaked in the 1980s, she was worth around £150 million and was the 11th richest woman in the UK. Shirley floated her company in 1993, which made her and 70 of her loyal staff millionaires.

Let it go
The acclaimed, inspiring memoirs of Dame Stephanie Shirley were first published in 2012. Shirley has delivered many inspiring talks to continue to inspire women in work to achieve their full potential.

Making a difference
Shirley has devoted her 'retirement' to giving something back to society and influencing positive change, originating and supporting strategic projects in the fields of autism (her son Giles was autistic) and IT.

Establishing The Shirley Foundation
to facilitate scientific research aimed to understand what autism is as opposed to what it looks like.

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KICK-ASS INFLUENCE

The Feisty First Lady

Michelle Obama

Becoming
The memoir of former United States first lady Michelle Obama published in 2018. 1m copies were donated to a nonprofit organisation providing books to children. It sold more copies than any other book published in the USA in 2018, breaking the record in just 15 days, led to an international book tour and a documentary on Netflix.

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UNLOCKING YOUR PERSONAL INFLUENCING POWER

Go explore!

Nudge Theory

Work through this slideshow to discover how a little 'nudge' can go a long way...

20 mins

KICK-ASS INFLUENCE

UNLOCKING YOUR POWER TO INFLUENCE OTHERS

7hrs

Unlocking the power to influence others through emotional, rational, and cooperative tactics

The Power of Data Storytelling

Pub Quiz

KICK-ASS INFLUENCE

Who plays Candy Crush?

We thought we would help you out! Below are some of the answers to the problem. Hope it makes things a little better for you...

	HOUSE 1	HOUSE 2	HOUSE 3	HOUSE 4	HOUSE 5
COLOUR	Yellow	Blue	Red	Ivory	Green
COUNTRY	UK		Sweden		
DRINK			Milk		Coffee
EXERCISE					
GAME		Farm Heroes			

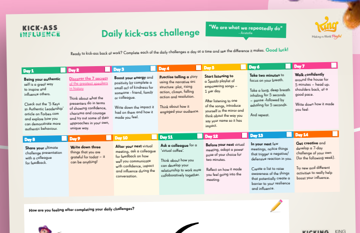
The person from Sweden lives in the red house

The green house is immediately to the right (your right) of the ivory house

The person from UK lives in the first house on the left

The person who jogs lives next to the person who drinks water

Daily Kick-Ass challenges


KICK-ASS INFLUENCE

Daily kick-ass challenge

"We are what we repeatedly do"
- Aristotle

Ready to kick-ass back at work? Complete each of the daily challenges a day at a time and see the difference it makes. Good luck!

Day 1 ☐	Day 2 ☐	Day 3 ☐	Day 4 ☐	Day 5 ☐	Day 6 ☐	Day 7 ☐
Being your authentic self is a great way to inspire and influence others. Check out the '5 Keys to Authentic Leadership' article on Forbes.com and explore how you can demonstrate more authentic behaviour.	Discover the 7 secrets of the greatest speakers in history Think about what the presenters do in terms of showing confidence, charisma and courage and try out some of their approaches in your own, unique way.	Boost your energy and positivity by complete a small act of kindness for someone - friend, family or colleague. Write down the impact it had on them and how it made you feel.	Practise telling a story using the narrative arc structure: plot, rising action, climax, falling action and resolution. Think about how it engaged your audience.	Start listening to a Spotify playlist of empowering songs – 1 per day. After listening to one of the songs, introduce yourself in the mirror and think about the way you say your name so it has impact.	Take two minutes to focus on your breath. Take a long, deep breath inhaling for 5 seconds – pause -followed by exhaling for 5 seconds. And repeat.	Walk confidently around the house for 5 minutes – head up, shoulders back, at a good pace. Write down how it made you feel.

Day 8 ☐	Day 9 ☐	Day 10 ☐	Day 11 ☐	Day 12 ☐	Day 13 ☐	Day 14 ☐
Share your ultimate challenge presentation with a colleague for feedback.	Write down three things that you are grateful for today – it can be anything!	After your next virtual meeting, ask a colleague for feedback on how well you communicate with confidence, impact and influence during the conversation.	Ask a colleague for a 'virtual coffee'. Think about how you can develop your relationship to work more collaboratively together.	Before your next virtual meeting, adopt a power pose of your choice for two minutes. Reflect on how it made you feel going into the meeting.	In your next few meetings, notice things that trigger a negative/ defensive reaction in you. Create a list to raise awareness of the things that potentially create a barrier to your resilience and influence.	Get creative and develop a 7-day challenge of your own (for the following week). Try new and different activities to really help boost your influence.

How are you feeling after completing your daily challenges?

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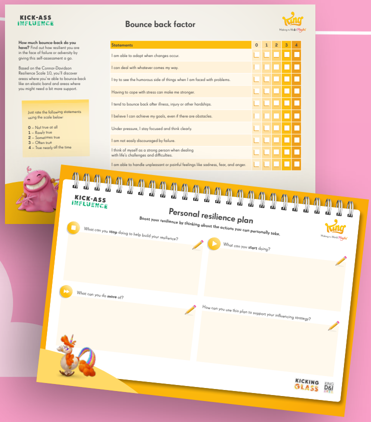
Back to work, habit-forming challenges

YOU'VE GOT THE POWER

6.5hrs


KICK-ASS INFLUENCE

Bounce back factor

How much bounce-back do you have? Find out how resilient you are in the face of failure or adversity by giving this self-assessment a go.

Based on the Connor-Davidson Resilience Scale 10, you'll discover areas where you're able to bounce-back like an elastic band and areas where you might need a bit more support.

Just rate the following statements using the scale below:
0 – Not true at all
1 – Rarely true
2 – Sometimes true
3 – Often true
4 – True nearly all the time

Statements	0	1	2	3	4
I am able to adapt when changes occur.	☐	☐	☐	☐	☐
I can deal with whatever comes my way.	☐	☐	☐	☐	☐
I try to see the humorous side of things when I am faced with problems.	☐	☐	☐	☐	☐
Having to cope with stress can make me stronger.	☐	☐	☐	☐	☐
I tend to bounce back after illness, injury or other hardships.	☐	☐	☐	☐	☐
I believe I can achieve my goals, even if there are obstacles.	☐	☐	☐	☐	☐
Under pressure, I stay focused and think clearly.	☐	☐	☐	☐	☐
I am not easily discouraged by failure.	☐	☐	☐	☐	☐
I think of myself as a strong person when dealing with life's challenges and difficulties.	☐	☐	☐	☐	☐
I am able to handle unpleasant or painful feelings like sadness, fear, and anger.	☐	☐	☐	☐	☐

KICK-ASS INFLUENCE

Personal resilience plan

Boost your resilience by thinking about the actions you can personally take.

What can you stop doing to help build your resilience?

What can you start doing?

What can you do more of?

How can you use this plan to support your influencing strategy?

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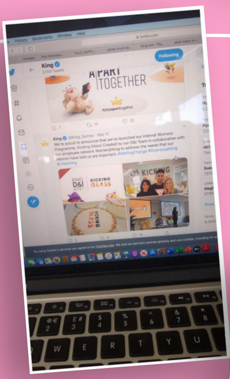
Enabling participants to recognise their influencing power by putting it to the test


King @King_Games · Mar 11
We're proud to announce that we've launched our internal Womxns Programme, Kicking Glass! Created by our D&I Team in collaboration with our employee network Women@King to address the needs that our Womxn have told us are important. #MaKingChange #DiversityatKing #LifeatKing

APART TOGETHER

#playaparttogether

Social learning and knowledge sharing activities

#project-social-media
Track and coordinate social media

Social media project milestones: Week of March 30
Last edited just now

Lisa Dawson 11:55 AM
These looks so good. Really need to give some kudos to @Sara for putting these together so quickly. They will help the team ensure we're focused on the right tasks for the week!

Zoe Maxwell 11:56 AM
Quick note: We'll be able to re-use some existing assets, which will save us some time with the visuals. @Harry, let's work with @Lee to compile these and update the project management plan.

Harry Boone 12:44 PM
Sounds good 😀! I'll go over which visuals will work during our project sync in a few minutes. See you soon!

Acme Inc
Sara Parras
All unreads
Threads
Mentions & reactions
Drafts
Show more
Channels
Direct messages
Search Acme Inc
Details
Message #project-social-media

THE CEILING CAN'T HOLD YOU

2hrs

KICK-ASS INFLUENCE

How I make a difference

Think about the powerful difference that you can make to help more womxn* Kingsters take the lead. Reflect on the questions below and capture your thoughts.

What opportunities do you have to inspire and influence the next generation of womxn* Kingsters to lead?

What actions will you take personally to support the next generation of womxn* leaders?

"What you do makes a difference, and you have to decide what kind of difference you want to make."
– Jane Goodall

"Time doesn't change things. It's how we use our time that makes the difference."
– Richie Norton

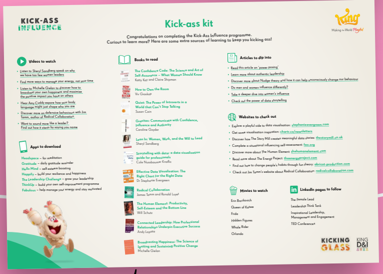
*women and non-binary

KICKING GLASS

Shape the future

Building a supportive network where womxn senior leaders can benefit from knowledge sharing

Kick-Ass kit



KICK-ASS INFLUENCE

Kick-ass kit

Congratulations on completing the Kick-Ass Influence programme.
Curious to learn more? Here are some extra sources of learning to keep you kicking ass!

Videos to watch

- Listen to Sheryl Sandberg speak on why we have too few women leaders
- Find more ways to manage your energy, not your time
- Listen to Michelle Gielan to discover how to broadcast your own happiness and maximise the positive impact you have on others
- Hear Amy Cuddy expore how your body language might just shape who you are
- Discover more on defensive behaviours with Jim Tamm, author of Radical Collaboration
- Want to sound more like a leader? Find out how it starts by saying you name

Apps to download

Headspace – for meditation
Gratitude – daily gratitude reminder
Hello Mind – self-esteem boosting
Happify – build your resilience and happiness
The Leadership Challenge – grow your leadership
ThinkUp – build your own self-improvement programme
Fabulous – help manage your energy and stay motivated

Books to read

The Confidence Code: The Science and Art of Self-Assurance – What Women Should Know
Katty Kay and Claire Shipman

How to Own the Room
Viv Groskop

Quiet: The Power of Introverts in a World that Can't Stop Talking
Susan Cain

Gravitas: Communicate with Confidence, Influence and Authority
Caroline Goyder

Lean In: Women, Work, and the Will to Lead
Sheryl Sandberg

Storytelling with data: a data visualisation guide for professionals
Cole Nussbaumer Knaflic

Effective Data Visualization: The Right Chart for the Right Data
Dr Stephanie Evergreen

Radical Collaboration
James Tamm and Ronald Luyet

The Human Element: Productivity, Self-Esteem and the Bottom Line
Will Schutz

Connected Leadership: How Professional Relationships Underpin Executive Success
Andy Lopata

Broadcasting Happiness: The Science of Igniting and Sustaining Positive Change
Michelle Gielan

Articles to dip into

- Read this article on 'power posing'
- Learn more about authentic leadership
- Discover more about Nudge theory and how it can help unconsciously change our behaviour
- Do men and women influence differently?
- Take a deeper dive into women's influence
- Check out the power of data storytelling

Websites to check out

- Explore a playful side to data visualisation: stephanieevergreen.com
- Get some visualisation inspiration: chartr.co/newsletters
- Discover how The Story Mill creates meaningful data stories: thestorymill.co.uk
- Complete a situational influencing self-assessment: fao.org
- Discover more about The Human Element: thehumanelement.com
- Read more about The Energy Project: theenergyproject.com
- Find out how to change people's habits through fun theory: abricot-production.com
- Check out Jim Tamm's website about Radical Collaboration: radicalcollaboration.com

Movies to watch

Erin Brockovich
Queen of Katwe
Frida
Hidden Figures
Whale Rider
Orlando

LinkedIn pages to follow

The Female Lead
Leadership Think Tank
Inspirational Leadership, Management and Engagement
TED Conferences

King Making the World Playful

KICKING GLASS

KING D&I

Self-directed learning opportunities

"Womxn have been kicking ass for centuries."...now it's your turn!

Yancy Butler

Results

In the 12 months that followed the initial rollout, the results were truly kick-ass!

Winner of Inspired Learning award and Management and Leadership award, and shortlisted for two others (Personnel Today 2021 and Learning Awards 2022)

4.9/5 participant experience score

98% of participants would recommend the programme

98% of participants rated the course 'extremely valuable'

+65% in confidence and engagement of participants*

*measured via pre and post confidence assessments

+5 new strategic projects led by womxn

Creation of an internal womxn's network

A rise in promotions, including to Vice President – Business Transformation for the Activision Blizzard group

Programme integrated into the development portfolio for the next generation of womxn leaders

Speaker View
Parle
THE happy LEARNING Co
Get Happy
anju
Olivia.Yu

"I feel empowered and confident to progress my career as a woman at King. This programme is unlike anything I have attended. Ground-breaking!"

- Anna, participant

Kick-Ass features

So what made this programme so special?

☑ **Aligned and perfectly on-brand**

KING
D&I

Seriously playful!

☑ **Customised digital programme invite and pre-programme confidence questionnaire**

KICK-ASS INFLUENCE
Confidence Questionnaire
UNLOCKING YOUR PERSONAL INFLUENCING POWER
UNLOCKING YOUR POWER TO INFLUENCE OTHERS
YOU'VE GOT THE POWER
Discover what you'll cover in this kick-ass programme, designed especially for you!

"Influence is our inner ability to lift people up to our perspectives" - Joseph Wong

94% of us will comply to a request simply because the person used 'because'...

History's most influential people of all time? Shakespeare, Newton, Mozart, Maya Angelou, Jesus Christ and Steve Jobs all made the cut in Who Magazine

Personal influencing goal

During the programme, you will have an opportunity to develop a strategy for achieving a personal influencing goal of your choice.

Think about a goal (something specific that you would like to influence in the short-term) and capture it in the box below. Here's an example: 'I want the CEO to sign off funding for my pilot project by the end of the month'.

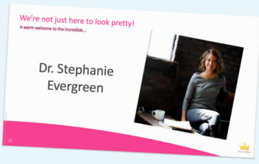
See you on the programme soon!

A note from the editor

"Womxn have been kicking ass for centuries"
– Yancy Butler

Are you ready to kick ass?

☑ **Specialist sessions delivered by external subject matter experts**



We're not just here to look pretty!
A warm welcome to the incredible...
Dr. Stephanie Evergreen

☑ **Creation of digital and interactive Kick-Ass Journal for participants**

KICK-ASS INFLUENCE Journal
UNLOCKING YOUR PERSONAL INFLUENCING POWER
UNLOCKING YOUR POWER TO INFLUENCE OTHERS

Kick-Ass Influencing Strategy

Daily kick-ass challenge

☑ **Engaging emotional hook and content films**

☑ **Accessible and seriously playful creative learning materials and activities**

An insider from the White House has revealed @POTUS, Claire Underwood, is a "woman who will stop at nothing to conquer everything". Her incredible rise from NGO director to President is testament to her strong ambition.

Katherine Johnson named first human computer in extraordinary contribution at NASA.
Astronaut says "If [Katherine] says they're good, then I'm ready to go!"

Gossip Girl magazine

People are literally queueing up to work for renowned Editor-in-Chief of Runway Magazine, **Miranda Priestly**. But word on the street is Miranda's already on to her 38th personal assistant in just five years. Her last personal assistant was spotted traipsing around Manhattan for a Harry Potter book that wasn't even released yet...I guess the Devil really does wear Prada!

Movement Maker
Tarana Burke
Civil rights activist, public speaker
"When one person says 'yeah, me, too' it gives permission to others to open up."

Hollywood's Leading Lady
Sherry Lansing
Former actress, film executive and CEO of Paramount Pictures
"The single most important thing you can do in business is to be yourself."

Storyboard it!

☑ **Train-the facilitator sessions**

☑ **Facilitator guides for each session**

> "THLC is a great partner that brings a lot of curiosity to get to know your organisation, understand your business, what you're trying to achieve and deliver the best learning solution."

They are patient, flexible, transparent and true experts – everything you want from an external partner. The programmes we have worked on together have been creative, fun and engaging and have complemented our culture well. 2020 was a challenging year, and despite having to move to virtual, THLC were quick to come up with solutions to help us continue to deliver learning throughout the year.

The team have a unique style and really bring empathy, understanding and happiness to each interaction and are an absolute joy to work with!”

– Parie Patel, Strategic Programme Manager, King

Thank you!

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