



7 Communication Patterns Costing You Director-Level Talent

Why your high-performing VPs leave before promotion, and how to fix it in 12 weeks

Maria Pennanen | Authority Shift™ | Mindclip Behaviour

The Problem

Your VP has the performance metrics. She's been on the promotion slate twice. Then in leadership meetings:

- She hedges her recommendations → "not quite ready for Director"
- She apologises before contributing → "lacks executive presence"
- She gives options instead of decisions → "needs more seasoning"
- She shrinks when seniors enter the room → "not leadership material"

So you give her another year.

She gives her notice within six months.

Replacement cost: €180K–€450K per departed VP (Recruitment + onboarding + lost productivity + team disruption)

The problem isn't her capability. It's that her communication patterns make her capability invisible to promotion boards.

The 7 Patterns We Fix

These are the observable behaviours that stall promotion decisions:

Pattern	What Promotion Boards See
1. Invisible decision-making	"Doesn't operate at Director level"
2. Excessive qualifiers ("I think maybe...")	"Lacks conviction"
3. Apologising before contributing	"Doesn't belong in senior rooms"
4. Shrinking around senior leaders	"Not ready for this level"
5. Giving suggestions, not recommendations	"Can't make decisions"
6. Waiting for permission to speak	"Doesn't have leadership presence"
7. Results visible, name not attached	"Who drove that project?"

These patterns are measurable. And they're fixable.



What We Do Differently

We don't teach confidence. We measure and shift the specific authority behaviours that promotion boards actually observe.

The Authority Shift™ Corporate Program (12 Weeks)

Day 0: Behavioural Diagnostic

- Baseline assessment of all 7 patterns
- Manager input on observed behaviours
- Gap analysis against Director-level expectations

Weeks 1–4: Communication Shifts

- Remove qualifiers from speech
- Replace suggestions with recommendations
- Claim space in senior meetings

Weeks 5–8: Executive Presence Under Pressure

- Deliver difficult messages with clarity
- Maintain authority when challenged
- Consistent presence regardless of audience

Weeks 9–12: Promotion Case Development

- Document behavioural shifts (manager-verified)
- Build board-ready promotion narrative
- Stakeholder alignment strategy

Day 30: Measured Shifts Documented Managers receive a progress report showing observable changes.

Week 12: Promotion Case Delivered Participant presents board-ready case with documentation of behavioural shifts.

Program Format

- **Duration:** 12 weeks
- **Delivery:** Virtual (90-minute weekly sessions)
- **Cohort size:** Maximum 5 participants
- **Includes:** 2 individual 1:1 coaching calls per participant
- **Manager involvement:** Day 0 input + Day 30 progress report
- **Language:** English or German

Program also available for mixed-gender leadership cohorts. Contact for details.



Results (Last 120 Days)

European Bank VP → Director within 4 months of program completion

German Fintech VP added to promotion slate after being "not quite ready" for 18 months

Nordic Consulting Firm 3-person cohort: 2 promoted within 6 months, 1 retained (previously flight risk)

Individual results vary. These outcomes reflect participants who completed the full program with manager engagement.

ROI Calculation

Scenario	Cost
One VP departure (replacement + disruption)	€180K–€450K
Authority Shift™ cohort (5 participants)	Contact for pricing
Break-even	Retain 1 of 5 participants

If the program prevents one departure, it pays for itself.

Why Financial Services Leaders Choose Us

Maria Pennanen, Founder

- 17+ years international leadership (Managing Director roles, 4x founder)
- Co-founded Accelerator Frankfurt (100+ startups, €200M+ raised)
- Master's in Organisational Psychology (INSEAD), MBA (PURDUE & ESCP)
- EU Top 50 Women in Startups & VC
- Fluent: German, English, Finnish, Swedish, French

The Authority Shift™ Methodology, Behavioural consulting rooted in organisational psychology. We quantify leadership presence, map power dynamics, and shift how authority shows up, so your talent investments don't walk out the door.



Next Steps

Request a Cohort Proposal

We'll discuss:

- Number of participants
- Start date and timeline
- Manager involvement requirements
- Investment and payment terms

Contact: Maria Pennanen, maria@mindclip.com, www.mariapennanen.com

Book a 20-minute call: <https://calendly.com/maria-pennanen/call>

About Maria Pennanen



Maria Pennanen is the founder of Authority Shift™ and CEO of Mindclip Behaviour. She has 17+ years of international leadership and operational experience and has coached executives across Europe through career transitions and leadership development. www.mariapennanen.com
