

## EXECUTIVE PROGRAM FOR WOMEN LEADERS

**Dates:** May 5 – 10, 2013

**Application Deadline:** April 5, 2013

**Tuition:** \$10,500

*Price subject to change. Tuition includes accommodations, meals, and materials.*



As they face the challenges of managing their careers to achieve professional and personal goals, women often struggle with how to develop their own leadership style and enhance their power, status, and effectiveness within their organization. To reach the highest levels of management, women must recognize, understand, and transform common business challenges into career-building opportunities. Led by Stanford's world-renowned business faculty, this unique program gives women executives opportunities to explore frameworks and tactics to achieve their goals in dynamic work environments.

### CONTENT OVERVIEW

Through a rigorous combination of lectures, interactive exercises, and leadership diagnostics, the Executive Program for Women Leaders explores the critical areas of negotiation, team effectiveness, power and relationships, social networks and influence, and communication, empowering participants with the latest strategies and tools for navigating complex management issues.

### KEY TAKEAWAYS

- Knowledge of the dynamics involved in successful negotiation and the skills to develop expertise as a negotiator
- Ability to optimize team effectiveness through analyzing team composition, leveraging information sharing, and resolving leadership issues
- Skills for interpreting the subtle messages of power, identifying and understanding management styles and their organizational impact, and managing meetings involving many individuals with different goals and agendas
- Deeper understanding of social networks and techniques to influence individuals and groups

### HIGHLIGHTED SESSIONS

#### Influencing Without Authority: The One to the Many

This session covers the importance of exerting influence in small groups, even when there may be little or no authority to do so. Participants will analyze effective influence tactics and develop multiple perspectives on how to gain leverage through dynamic interactions with others.

#### Acting with Power

The ability to function effectively within a hierarchy is a crucial component of leadership. Yet many women struggle with "authority issues" that make certain hierarchical roles and positions difficult for them. This session draws on the craft of acting and the concepts of psychology to help participants use their own personality to develop the characters who can play these roles effectively.

#### Communication and the Art of Persuasion

Leaders spend the majority of their time communicating with others, but they usually don't spend much time thinking about the way they communicate — and in the corporate setting, they are unlikely to get honest feedback on the messages they send. Yet the quality of their communications largely determines their effectiveness as leaders. This session helps participants appreciate the nature and complexity of communication and provides guidelines for both improving their own communication style and recognizing the unique styles of others.

### WHO SHOULD ATTEND

Designed for functional managers who aspire to positions of greater influence and authority in their organizations as well as those identified as high-potential talent by their organizations, this program offers an excellent development opportunity for women 8 to 12 years into their careers. Newly appointed mid-level and senior-level managers leading teams with direct reports will also benefit, as will women entrepreneurs and women business owners.

### SAMPLE DAILY SCHEDULE

#### Breakfast

Full breakfast at Schwab  
Residential Center

#### Morning Session I

Women and Leadership

#### Morning Session II

The Experience of Power

#### Morning Session III

Dominance and Complementarity in  
Social Relations

#### Lunch

Buffet lunch with optional patio dining

#### Afternoon Session I

Power and Relationships

#### Afternoon Session II

Negotiation exercise and debrief

#### Dinner

Cocktail reception followed  
by a served dinner

#### Evening

Guest speaker

## TYPICAL PARTICIPANT MIX

## MANAGEMENT FUNCTION

10%	Finance/Accounting
38%	General Management
9%	Human Resources
9%	Information Technology
8%	Operations/Production
10%	Research/Development
16%	Sales/Marketing

## INDUSTRY

3%	Aerospace/Defense
3%	Chemicals/Biotechnology
7%	Computer/Peripherals
3%	Consulting
11%	Electronics
16%	Financial Services/Insurance
7%	Government
5%	Manufacturing
6%	Pharmaceuticals/Medical Devices
3%	Retail/Wholesale
8%	Social Welfare
11%	Software
10%	Telecom/Information Services
3%	Transportation
4%	Utilities

## REGION

3%	Africa
7%	Asia
3%	Australia/New Zealand
11%	Europe
3%	Middle East
69%	North America
4%	South America

“This program has been an incredible, transformative experience. The world-class faculty, research-driven curriculum, and interactive, hands-on approach have given me tremendous new insights into effective management.”

Clara Shih

*Founder and CEO, Hearsay Labs,  
Author, The Facebook Era*

## TAKE THE NEXT STEP

For more information, or to apply to the Executive Program for Women Leaders, please contact Sara Fernandez, Associate Director, Programs and Marketing.

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Email: fernandez\_sara@gsb.stanford.edu

“The course content, the quality of the faculty, and the learning from my fellow participants have contributed to an experience that I will keep with me for life. Attending a course at Stanford came at a time in my life when I was looking for something to help me put together my professional experiences and make sense of them for the future.”

Saskia Groen-in't-Woud

*Assistant to Executive Committee Member  
Holcim Group Support Ltd.*

## Building Alliances

Building strong alliances is critical for today's leader, particularly when the formation and implementation of new strategies depend on allies who may not be subordinates — and who may even seem like natural adversaries. Ultimately, alliances are based on trust and reciprocity.

## FACULTY DIRECTORS



**Margaret A. Neale**, the Adams Distinguished Professor of Management at the Stanford Graduate School of Business, is known worldwide for her research into distributed team and learning environments. Her research interests include decision making, distributed collaboration, team-based learning, negotiation, and team performance. She is coauthor of *Negotiating Rationally* (Free Press, 1992).



**Deborah H. Gruenfeld**, the Moghadam Family Professor of Leadership and Organizational Behavior at the Stanford Graduate School of Business, is a social psychologist whose research shows how social structure affects the working of the mind. Her current research examines the psychological consequences of having power, which include an action orientation, the tendency to objectify others, effects on ideological beliefs, and disinhibited behavior.

## OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY

**Jennifer L. Aaker**

*General Atlantic Professor of Marketing*

**Francis J. Flynn**

*Paul E. Holden Professor of Organizational Behavior;  
Hank McKinnell-Pfizer Inc. Director of the Center for  
Leadership Development and Research*

**Sarah A. Soule**

*Morgridge Professor of Organizational Behavior;  
Professor of Sociology (by courtesy), School of  
Humanities and Sciences*

## EXPERIENCE THE STANFORD DIFFERENCE

Stanford Graduate School of Business Executive Education programs offer executives from around the globe an extraordinary opportunity to immerse themselves in an intensive, collaborative learning environment where the focus is continually on the future. Taught by Stanford's world-renowned faculty and supplemented by guest speakers, participants acquire the knowledge, vision, and skill to bring innovative leadership to their organizations while advancing their personal and professional growth.