

# WOMEN MEAN BETTER BUSINESS



 **SMITH  
COLLEGE**  
EXECUTIVE EDUCATION  
*for WOMEN*

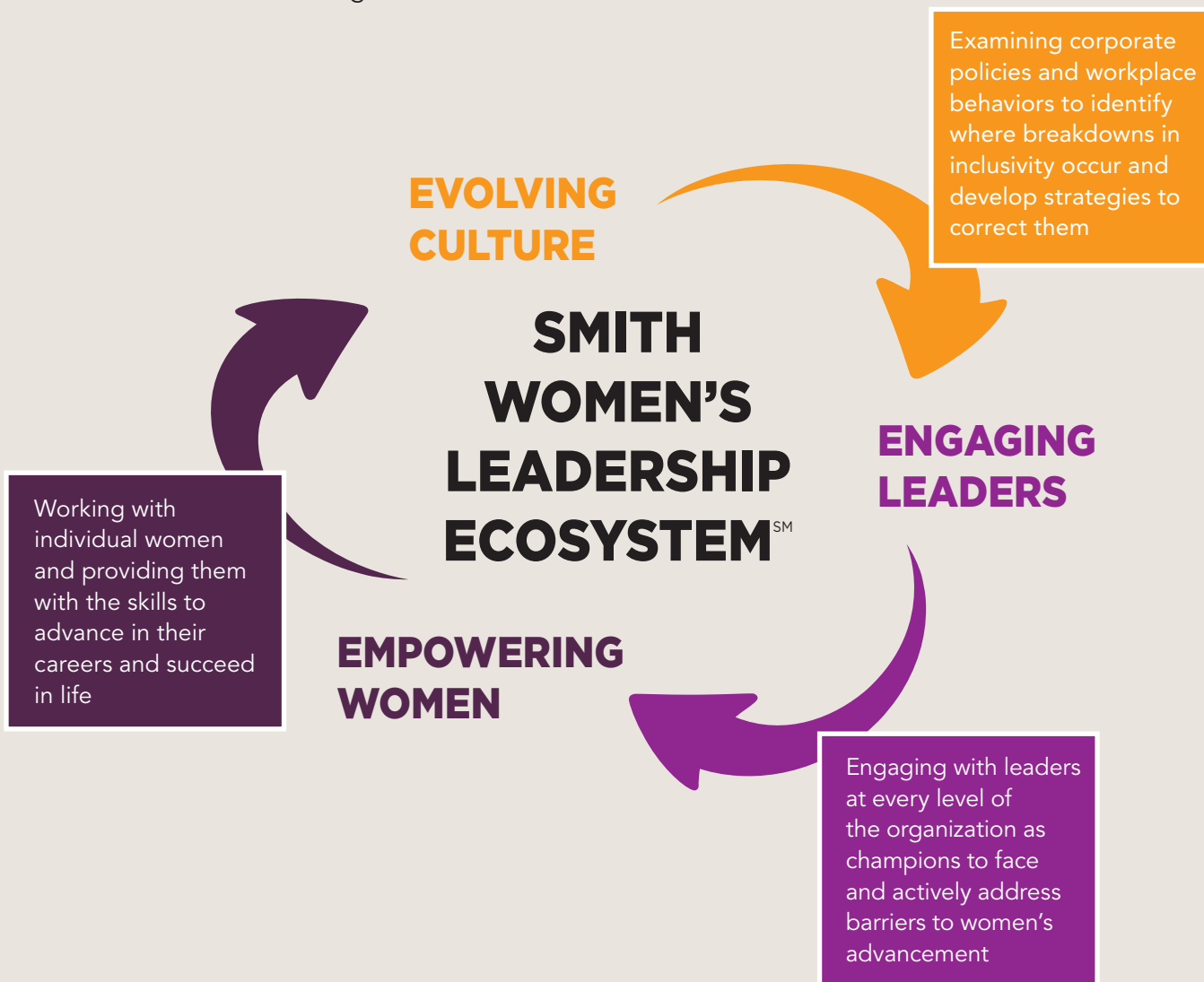
**PROGRAM  
CATALOG**



# THE FUTURE OF BUSINESS IS FEMALE

It's common knowledge that advancing women to the top levels of business leadership is essential to solve the business and economic issues of our times. So why is it so tough to do? It's time to address the cultural, behavioral, and institutional barriers that hold women back. At Smith College Executive Education for Women, we have fostered powerful female leadership for over 40 years. Today, we work with organizations to break down the barriers that prevent them from capitalizing on one of their greatest resources: women leaders.

**The Smith Women's Leadership Ecosystem<sup>SM</sup>** addresses the empowerment of women, the engagement of corporate leaders, and the obstacles to advancement found within workplace cultures and policies. Together with our partners, Smith builds inclusive workplaces and successful business outcomes one organization at a time.



# EVOLVING CULTURE



## BUILDING BETTER WORKPLACES - FOR EVERYONE

The culture of any organization includes a complex mix of policies, practices, and beliefs that – much like the air we breathe – often goes unnoticed. Policies like flexible work arrangements or paid parental leave are designed to serve everyone, but what if there are unspoken penalties for using these benefits?

Common practices, like informal work gatherings that happen after hours and off-site, have long been considered the best way to advance in your career. However, what is the unintended impact of traditions like these on a member of the team who has to be home after work to care for a child or aging parent?

Every employee should feel equally empowered to advance in their career. We work with our corporate partners to build awareness around the pieces of corporate culture that make their organization unique, and identify ways to improve it where needed.

**We collaborate with our corporate partners to build awareness and understanding of culture and then create ways to improve it where needed.**

Assessing policies and how they are implemented to uncover and address problems that disadvantage certain groups of employees

Evaluating practices to ensure that organizations provide equitable opportunities to all employees

Reviewing promotion and advancement data to ensure companies are doing what they need to do to give employees the opportunities they deserve



# ENGAGING LEADERS

## CHAMPIONS FOR WOMEN



Why aren't more women reaching the top?

Women continue to face barriers as they strive to advance in the workplace. One of the most challenging is unconscious bias, or social stereotypes that each of us form outside our own conscious awareness. These biases root from our tendency as humans to organize social worlds into categories.

Anyone, regardless of gender, may be biased against women and not be aware. Assuming women with children won't accept international assignments or failure to include female colleagues in informal networking opportunities, think golf or pub outings, disproportionately disadvantage women at work.

### BUILD GENDER COMPETENCE

Working with male and female managers to gain self-awareness and implement self-management tools can minimize the impact of unconscious bias

### IDENTIFY ALLIES

Identifying key stakeholders to champion women's leadership advancement; making it an explicit goal and expectation within the organization creates pathways for advancement and accountability

### LEVERAGE THE DIFFERENCES

Building awareness of the critical skills women can bring to the workplace, and identifying fundamental ways inclusion practices can benefit the bottom line





# EMPOWERING WOMEN

## WOMEN MEAN BETTER BUSINESS



Advancing women in the workplace isn't just the right thing to do, it's a business imperative. Research shows that organizations that prioritize advancing women to top leadership roles benefit from increased employee satisfaction, engagement, and retention, as well as bottom line business results.

We have more than 40 years of success in developing exceptional women leaders. Through building skills, confidence, and professional networks, we help women executives harness the power to expand their leadership capacity not just in the workplace, but in every aspect of their lives.



### SIGNATURE WOMEN-ONLY CLASSROOM

Continuing Smith's history of educating global leaders in an environment where women's learning styles are optimized

### SKILL DEVELOPMENT FOR WOMEN AT EACH LEVEL

Delivering programs for women at every age and stage of their career: new managers just embarking on their leadership journey, women at mid-career seeking to refresh and pivot, and women at the highest levels of executive leadership looking for new ideas and a network of peers

### 360-DEGREE LEADERSHIP

Designing rich curricula to feed the whole leader: personal, professional, and organizational

# EMERGING MANAGERS



## FROM SPECIALIST TO STRATEGIST

[execed.smith.edu/s2s-program](https://execed.smith.edu/s2s-program)

### WHO ATTENDS

New managers or functional specialists slated for future supervisory roles working in ST&E (science, technology, and engineering).

### ABOUT THE PROGRAM

Emerging women leaders in ST&E are equipped with the skills and confidence critical for future success in supervisory and management roles. Sessions on strategy, negotiation, and self- and team-management unlock the skills women in ST&E fields need to overcome obstacles, build successful careers, and advance to higher levels in the workplace.

Women learning alongside other women allows participants to build networks of true peers – other women in ST&E fields, at the same career-level, with shared experiences – helping to manage feelings of isolation and self-doubt.

**We are proud to collaborate with the Society of Women Engineers (SWE), the world's leading professional organization for women engineers.**



### LEADERSHIP IMPACT

From Specialist to Strategist serves as the conduit between success at the early-career level and future success in management roles. Participants develop leadership skills that:

- Instill confidence for career success
- Deliver strategy and know-how to the business
- Contribute to dynamic and successful teams and projects

### PROGRAM INFORMATION

- Dates: June 2 – 7, 2019
- Program Fee: \$8,900 USD
- Location: Smith College, Northampton, MA
- Contact: [leadership@smith.edu](mailto:leadership@smith.edu)  
+1-413-585-2642





“The selection of topics was excellent and extremely relevant for me and I would absolutely recommend this program to others in my organization.”

Disconnecting from my work for a week was truly key and I was pleased that this was easier for me to do than I initially thought it would be.”

- Senior Product Developer, Consumer Products



A photograph of three women from behind, looking at a large, vibrant mural on a wall. The mural consists of several large, colorful triangles and trapezoids in shades of blue, yellow, green, red, and orange, arranged in a symmetrical, sunburst-like pattern. The woman on the left is wearing a black and white patterned top and a blue necklace. The woman in the middle is wearing a light blue sweater and is pointing at the mural. The woman on the right is wearing a black top and a black and white striped skirt. They are standing on a wooden floor.

**“The program was so unique and comprehensive—the best professional training experience I’ve ever had.**

I was surprised by how powerful and emotional it was. The sessions were thoughtful, relevant, and flawlessly executed. I feel like I have a much better understanding of who I am as a person and who I want to be as a leader. ”

- Research Scientist, Aerospace



# MID-CAREER

## MID-LEVEL EXECUTIVE PROGRAM FOR WOMEN

[execed.smith.edu/mep-program](http://execed.smith.edu/mep-program)



### WHO ATTENDS

Mid-level managers and directors from across various sectors and industries. Participants currently lead teams with operational, business unit, or line responsibilities, and are identified as likely to move up within their organizations.

### ABOUT THE PROGRAM

The Mid-level Executive Program brings together leaders at the critical mid-career level and equips them with the tools they need to join the executive ranks.

Women learn how to perform under the pressures they face managing from the middle, as well as strategies for effective negotiation, problem solving, and decision-making in complex, environments.

Participants learn from world-class faculty and through the exchange of stories and ideas of women leaders from different industries and organizations around the world. Participants discover the value of reflection and work to understand who they are as leaders at work, at home, and within their communities.

### LEADERSHIP IMPACT

The Mid-level Executive Program delivers a blend of personal, professional, and organizational development sessions with an underlying theme of advanced strategic leadership thinking.

Participants learn to:

- Reflect on leadership challenges and opportunities, and understand what it means to shift from managing to leading
- Use emotional intelligence to optimize personal performance under pressure
- Drive innovation and creativity through effective problem-solving and decision-making
- Communicate objectively for better team outcomes

### PROGRAM INFORMATION

- Dates: June 16 – 21, 2019
- Fee by March 1: \$9,200 USD  
After March 1: \$9,500 USD
- Location: Smith College,  
Northampton, MA
- Contact: [leadership@smith.edu](mailto:leadership@smith.edu)  
+1-413-585-2642



PROGRAMS

# SENIOR EXECUTIVES



## DIRECTING INNOVATION

[execed.smith.edu/di-program](http://execed.smith.edu/di-program)

### WHO ATTENDS

Senior executives in ST&E (science, technology, and engineering) with a significant impact on setting the business direction of their organizations. Participants have experience managing cost centers, generating revenue, driving innovation, and leading global, cross-functional teams.

### ABOUT THE PROGRAM

Senior executives in ST&E are challenged to think differently about leadership and themselves as leaders. Participants gain new theory, skills, and practice to influence decision-making at the top levels of their organizations and to support the development of new, cutting-edge products and therapies.

Sessions on persuasion, power and influence, executing for outcomes, and action-planning prepare participants to guide their teams and organizations to success through economic change and volatility.

**We are proud to collaborate with the Society of Women Engineers (SWE), the world's leading professional organization for women engineers.**



### LEADERSHIP IMPACT

Participants delve into and articulate their leadership vision. They harness the tools and concepts presented to craft a career-transforming development plan with the potential to catalyze advancement. Women who attend will:

- Collaborate across boundaries to build credibility and drive innovative outcomes
- Hone their use of power and influence for career and company growth
- Learn to assess and deliver critical strategic decisions in the face of insufficient information

### PROGRAM INFORMATION

- Dates: February 17 - 22, 2019
- Fee by November 1: \$9,675 USD  
After November 1: \$9,975 USD
- Location: Tucson, AZ
- Contact: [leadership@smith.edu](mailto:leadership@smith.edu)  
+1-413-585-2642



# SENIOR EXECUTIVE PROGRAM

[execed.smith.edu/sep-program](https://execed.smith.edu/sep-program)

## WHO ATTENDS

An elite group of senior executives from across various sectors and industries. Participants are poised to reach the C-Suite.

## ABOUT THE PROGRAM

The Senior Executive Program for Women is for top global business leaders who are on their way to the C-Suite.

Women who attend this program develop a strengths-based leadership perspective. Through faculty-led sessions, group discussions, and coaching, participants learn what it takes to lead during times of complexity and ambiguity — and in the face of challenges they meet as female leaders.

Participants explore behaviors that have shaped their leadership thus far, and are challenged to adopt new behaviors to strengthen their capacity to lead going forward.

## LEADERSHIP IMPACT

Participants return determined, focused, and inspired to drive their organizations to the next level.

Participants learn how to:

- Manage change and innovation for organizational performance and results
- Break down barriers and catalyze future career growth and success
- Create a compelling leadership narrative to lead with vision
- Invest in personal health and well-being for sustainable career success

## PROGRAM INFORMATION

- Dates: July 15 – 19, 2019
- Fee by April 2: \$10,200 USD  
After April 2: \$10,500 USD
- Location: Smith College, Northampton, MA
- Contact: [leadership@smith.edu](mailto:leadership@smith.edu)  
+1-413-585-2642





# INTERNATIONAL



## FDC-SMITH

[execed.smith.edu/fdc-program](https://execed.smith.edu/fdc-program)



## WHO ATTENDS

Women at the executive, director, or senior manager level with strategic performance responsibilities who seek to understand global context and to expand their capacity as leaders and managers.

## ABOUT THE PROGRAM

Although studies prove that companies with more women in senior leadership roles are stronger competitors in the global economy, less than 4% of board chairs in Brazil belong to women. Businesses worldwide recognize that they must leverage the talent of women, but there is still a large gender-gap in executive suites across Latin America.

Designed in collaboration with Fundação Dom Cabral (FDC), the FDC-Smith Women's Global Leaders Program combines Smith's signature all-women learning environment and FDC's expertise in global executive development.

The program includes sessions on leadership, strategy, and coaching. In-depth discussion and exploration of the unique challenges facing women leaders in Brazil and Latin America provides participants with a road map for career advancement.

**We are proud to partner with Fundação Dom Cabral (FDC), ranked Latin America's best business school 12 years in a row.**

## LEADERSHIP IMPACT

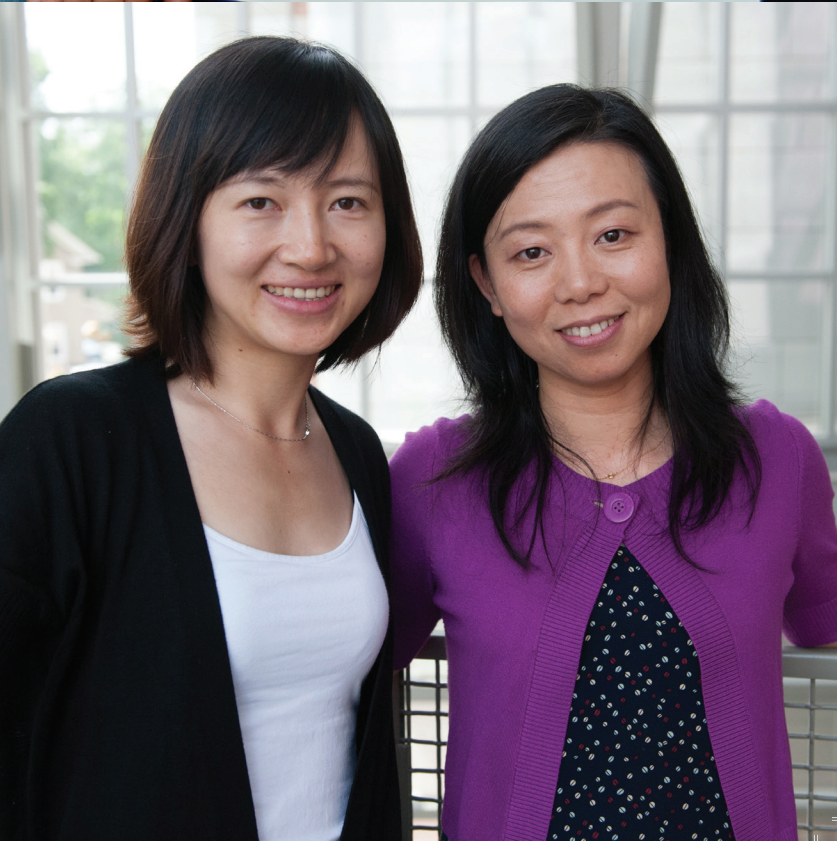
Women who attend this program return to their companies poised to drive business and inspired to promote social good within themselves and at the organizational and societal levels.

- Develop confidence to challenge personal, professional, and cultural barriers to advancement
- Apply self-knowledge to lead with vision and inspire followers for organizational success
- Build strategic adaptability into decision-making to manage uncertainty and risk

## PROGRAM INFORMATION

- Dates: September 22 – 27, 2019
- Program Fee: TBA
- Fundação Dom Cabral, Nova Lima Campus, MG Brazil
- Contact: [leadership@smith.edu](mailto:leadership@smith.edu)  
+1-413-585-2642  
or in Brazil [atendimento@fdc.org](mailto:atendimento@fdc.org)  
+55 31 3589 7300







# SMITH CUSTOM PROGRAMS

## DESIGN YOUR PROGRAM

[execed.smith.edu/design-a-custom-program](https://execed.smith.edu/design-a-custom-program)

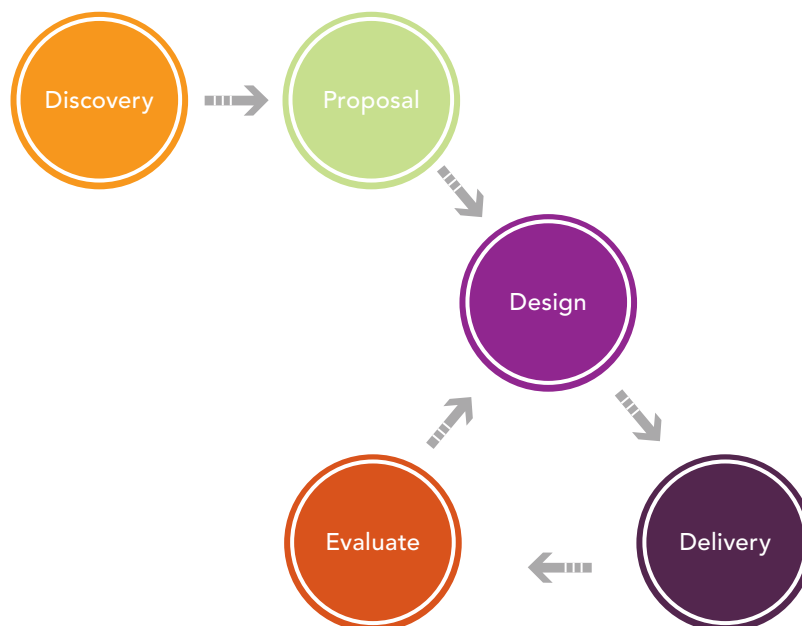
Experience, vision, and collaboration matter when it comes to crafting customized, women- and diversity-focused leadership programs and no one knows women's leadership better than Smith College Executive Education. Working side-by-side with your team, we construct powerful leadership development programs that focus on your specific goals and tackle the challenges your organization faces advancing women to top levels of leadership.

You can count on Smith's expertise in program design, whether exclusively for women or including men, to:

- Build a diverse pool of talented, high-potential leaders with strong functional backgrounds, innovative business competencies, and clear leadership capabilities tailored to your environment
- Deliver effective retention and succession-planning practices to ensure your company has the necessary pipeline of inclusive managers and executives at all levels
- Create champions for culture change that support all of the above

For organizations that seek to build their women's leadership pipeline fast, Smith Custom Programs are proven to make a measurable difference in the retention and advancement of top female talent at some of the world's greatest organizations.

Whether you want to design a custom program to complement your existing internal women's leadership programs, to transform your company culture, or to build leadership champions, we can partner to create custom-designed programs that meet your needs.





# MODULAR PROGRAMS

## ABOUT THE PROGRAM

Modular programs can be spread over a longer time frame and may also include online sessions to sustain learning.

## ORGANIZATIONAL IMPACT

Companies can design a time-frame that meets the demands of their particular work flow over time. Modular programs are often done on-site, reducing travel and housing expense. And spreading sessions over time allows participants to apply learning to internal projects, nurture their internal network, and demonstrate outcomes.



### CASE STUDY: MEDIA COMPANY

When the largest TV network in the country wanted to implement a Women’s Leadership Academy, they knew that the fast-paced demands of their work required a flexible program schedule. They chose to run six day-long modules over five months.

Modules One and Two took place on consecutive days at corporate headquarters and focused on critical company functions and personal leadership. Module Three was scheduled a month later with sessions on collaborative leadership, followed by Module Four the next month with the theme of strategic leadership. The program closed with another two consecutive days: Module Five on professional leadership and Module Six focused on the company’s internal leadership imperatives.

The program culminated with the women presenting projects to demonstrate their key leadership achievements resulting from the program. As a result of the program, more women were promoted and expanded their leadership roles.

# DESIGN YOUR PROGRAM

## MASTERING INCLUSION



### ABOUT THE PROGRAM

Companies today are facing up to issues of unconscious bias in the ranks. To meet this growing concern, we offer custom programs to support leaders at every level to create more inclusive organizations. By learning skills to increase awareness and change behaviors that no longer serve retention and advancement goals, leaders will be able to take an active role in mastering inclusion for all.

### ORGANIZATIONAL IMPACT

Leaders will learn about their own and others' natural biases and develop strategies to build self-awareness and self-management skills to overcome the negative impact on them and the people they lead.

### PROGRAM INFORMATION

This program can be delivered over time as a modular program or offered as a two-day immersion workshop. We consult with you to design the content and delivery that best meets your needs.

### CASE STUDY: FINANCIAL SERVICES AND RESEARCH & DEVELOPMENT

Leading companies in industries as diverse as banking and pharma have engaged with Smith to deliver impactful workshops to senior male managers. This very challenging topic is addressed in a non-blaming way based in the understanding that unconscious bias is a universal characteristic.

Faculty led the groups in deep exploration of unconscious gender bias and how it impacts the way in which men and women manage women. Participants reported an expanded understanding of their own unconscious biases and committed to specific behavioral changes to mitigate them.





## INTERNATIONAL PROGRAMS

### ABOUT THE PROGRAM

Bringing Smith's transformative leadership develop programs to cohorts in other countries is an efficient and cost-effective way to build your company's pipeline abroad.

### ORGANIZATIONAL IMPACT

Working with your internal experts, we can develop and deliver the Smith experience in countries around the globe. We build a curriculum and bring together faculty that address the critical learning needs of your overseas leaders. A local venue provides a convenient and culturally appropriate learning environment.



### CASE STUDY: CONSUMER PRODUCTS AND MEDICAL DEVICE COMPANY

After a decade of bringing women from Asia to corporate headquarters in the northeast, this major consumer products and medical device company decided their custom women's leadership program should be delivered in Singapore.

The Smith team got to work on a program that would include the same critical topics offered in the U.S. and expanded the faculty to include regional experts. Leveraging deep global contacts, faculty came from India, Singapore, and Hong Kong to join with several key thought-leaders from the States. Logistics on the ground were handled by the firm's expert events management team in Singapore. Program logistics and direction were provided by Smith's directors on-site in Singapore.

The result was a world-class leadership learning experience made more accessible to a wider audience and an important step towards making leadership advancement more accessible to more talented women.

# DESIGN YOUR PROGRAM

## NEW LEADERS PROGRAM

### ABOUT THE PROGRAM

Giving young women leaders the tools and competencies they need to grow, thrive, and stay with your company can be a big boost to sagging leadership pipelines down the road.

### ORGANIZATIONAL IMPACT

Utilizing the same successful leadership learning template employed in our longer programs for women at higher levels of the organization, the New Leaders Program provides emerging managers with skills, information, and strategies to sustain their careers. Investing in your new leaders can pay off with less turnover and a pool of talented leaders ready to advance.

### PROGRAM INFORMATION

This two-and-a-half day program includes sessions on personal leadership, finance, negotiation, networking, and strategies to build a sustainable career. The program can be delivered either on-site at your company, at Smith College, or at another location convenient for you and your employees.







# GETTING STARTED

Our application process is highly personalized. To request participation in a program, please complete and submit a Program Interest Form by clicking the Register Now button on our website, or call or email us and a member of our team will contact you directly with information on the registration process.

## ADMISSION REQUIREMENTS

Admission is based on career level, knowledge, skills, and experience level. We work closely with you and your corporate learning and development officers, talent management teams, and women's leadership initiatives to identify which program is right for you. Participants are generally selected through an internal process within their organizations.

If you're an individual woman interested in attending a Smith College Executive Education program but don't have corporate sponsorship, please contact us. We often work with women on a one-on-one basis to help them gain sponsorship to a program; we may even know the right people to talk to at your company.

Please note: Smith College Executive Education offers non-degree programs only. Participants receive Certificates of Attendance upon completion of the program.

## CONTACT US

Executive Education for Women  
Smith College  
Northampton, Massachusetts 01063 U.S.  
+1-413-585-2642  
[leadership@smith.edu](mailto:leadership@smith.edu)

 [@smithexeced](https://twitter.com/smithexeced)

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