

# WOMEN MEAN BETTER BUSINESS

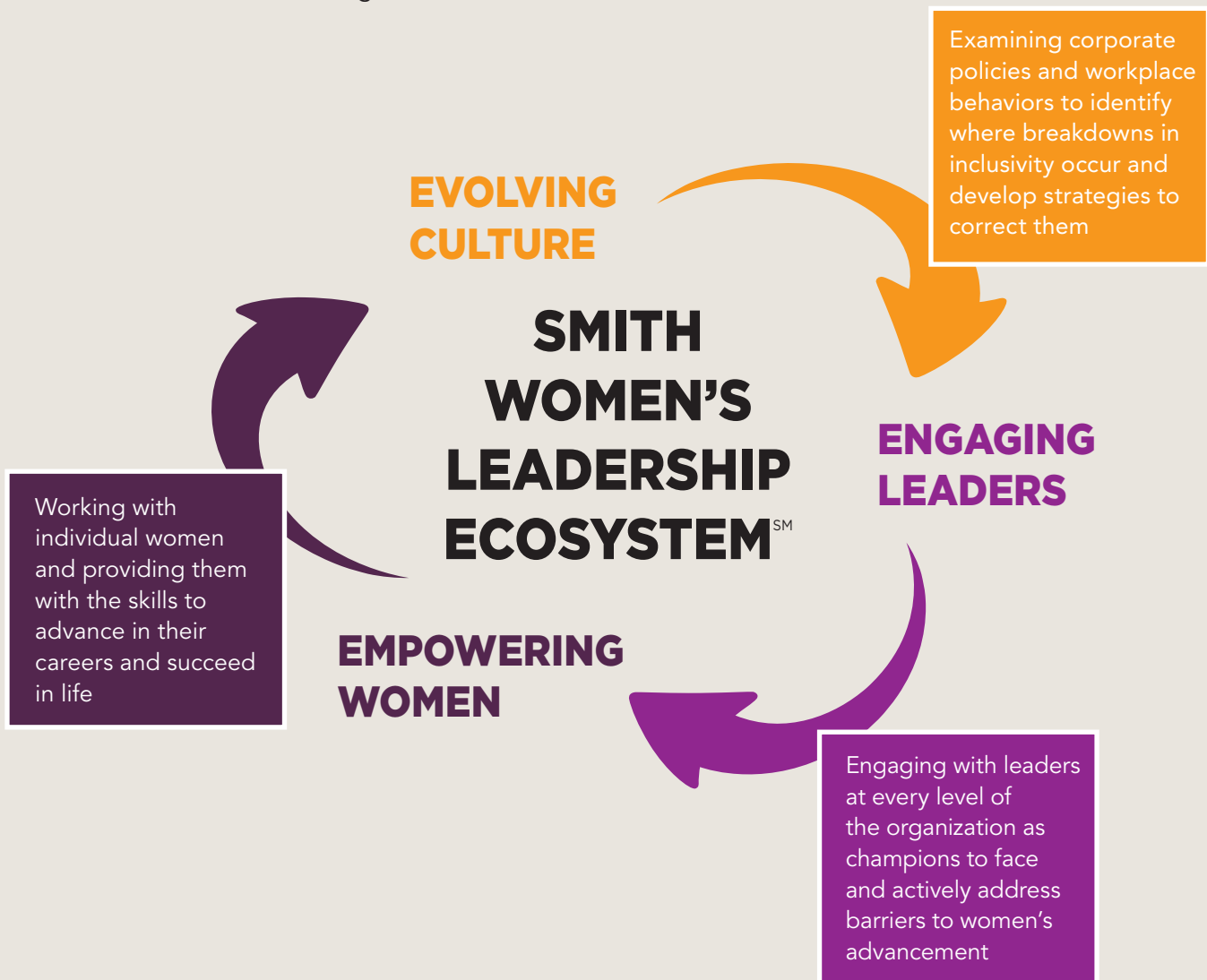


## PROGRAM CATALOG

# 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's 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 A BETTER WORKPLACE — FOR WOMEN AND MEN

The culture of any organization is a complex mix of policies, practices, and people that – like the air we breathe – often goes unnoticed. Policies like flexible work arrangements are designed to serve everyone, but what if there are unspoken penalties for using these benefits? Practices like informal work meetings that happen after hours and off-site may be considered not only the norm, but the best way to advance in one's career. But what is the unintended impact of such a practice on a parent who has to be home at six o'clock? Every employee should feel that they have an opportunity for advancement. But what if entire groups see consistent evidence that they, and people like them, aren't advancing?

**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, with all the attention paid to advancing women, are numbers still lagging?

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

Anyone, regardless of gender, may be biased against women and not be aware. Making assumptions like, “she has a young family, so she wouldn’t accept an international assignment,” or actions including not inviting her to an informal networking event where information helpful to career advancement is shared, disproportionately disadvantage women in the workplace.

### UNCONSCIOUS BIAS

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

### EMPATHY

Creating awareness of the impact of biases on wives, daughters, sisters, and friends helps build allies

### CHAMPIONS

Championing women’s leadership advancement; making it an explicit goal and expectation within the organization creates pathways for advancement and accountability





# 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 women 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](http://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 3 – 8, 2018
- Program Fee: \$8,500 USD
- Location: Smith College, Northampton, MA
- Contact: [leadership@smith.edu](mailto:leadership@smith.edu)  
+1-413-585-2642



## NEW LEADERS PROGRAM

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

### WHO ATTENDS

Women in their early careers, working in the public or private sectors across various industries. Participants seek a deeper understanding of business functions and to expand their capacity as leaders and managers.

### ABOUT THE PROGRAM

Women in their early careers, who aspire to achieve their career advancement goals take a deep dive into their unique talents and explore how to leverage these for personal and professional success.

They explore the ways that they can positively influence their career trajectory through self-management, skillful negotiation, and speaking the language of finance. Learning in an all-women classroom encourages emerging leaders to take risks and discuss the unique challenges they face as women.



### LEADERSHIP IMPACT

Women who attend the New Leaders Program return to their roles with a game plan for advancement, a career-sustaining network of peers, and the self-assurance to contribute to their companies and their teams. They are ready to:

- Discover personal strengths-and how to apply them for successful leadership
- Develop a framework for planning and conducting negotiations
- Learn how to use your strengths to achieve great team results
- Build confidence as a leader
- Understand shareholder value creation
- Build a strategic network

### PROGRAM INFORMATION

- Dates: May 2 – 4, 2018
- Fee: \$5,100 USD
- Location: Boston, MA
- Contact: [leadership@smith.edu](mailto:leadership@smith.edu)  
+1-413-585-2642





**“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, collaborative 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 17 – 22, 2018
- 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



# SENIOR EXECUTIVES



## DIRECTING INNOVATION

[execed.smith.edu/di-program](https://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. Leaders 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: \$9,200 USD  
After November 1: \$9,500 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 16 – 19, 2018
- 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

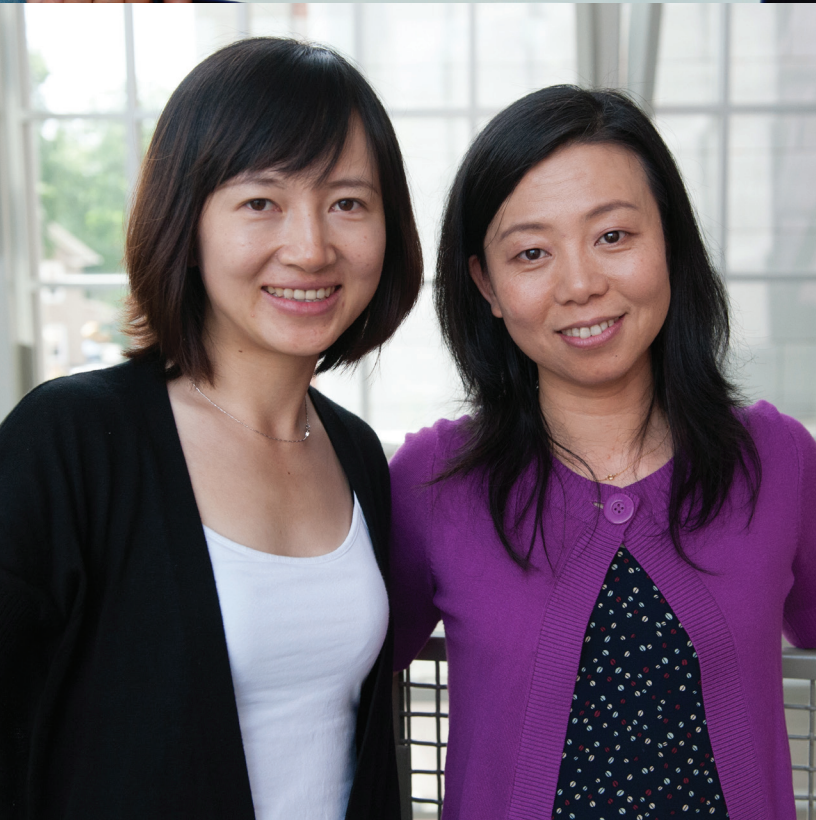
Women who attend this program return to their companies poised to drive business and inspired to promote social good within themselves and at the organizational and societal levels.

- 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

- September 23 – 28, 2018
- Program Fee: \$7,900 USD
- 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







# DESIGN YOUR PROGRAM

## SMITH CUSTOM PROGRAMS

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

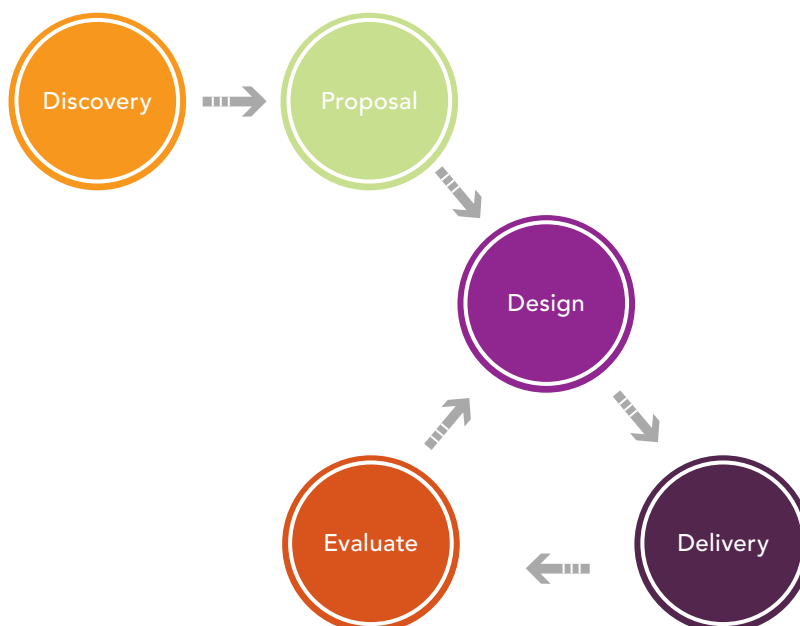
Experience, vision, and collaboration matter when it comes to crafting customized, women- and diversity-focused leadership programs, and no one knows women's leadership better than Smith College Executive Education. Working side-by-side with your team, we construct powerful leadership development programs 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. The bonus? Your company culture is built into every session.







**“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







# BUILDING INCLUSIVE CULTURES

## LEADERS OF WOMEN

### ABOUT THE PROGRAM

Designed to engage leaders and managers in a constructive and non-blaming dialogue to learn about the impact of implicit biases on women's advancement.

### ORGANIZATIONAL IMPACT

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

#### PROGRAM INFORMATION

- This two-day program can be delivered at a time and place convenient to your organization
- Contact: [leadership@smith.edu](mailto:leadership@smith.edu)  
+1-413-585-2642

## MASTERING INCLUSION

### ABOUT THE PROGRAM

This program will support leaders at every level to understand the impact of policies, practices, and behaviors that improve employee engagement, retention, and advancement.

### ORGANIZATIONAL IMPACT

Leaders who participate will explore their leadership style, assess employee engagement in their organization, and implement inclusive leadership practices with the power to improve business outcomes.

#### PROGRAM INFORMATION

- This two-day program can be delivered at a time and place convenient to your organization
- Contact: [leadership@smith.edu](mailto:leadership@smith.edu)  
+1-413-585-2642



PROGRAMS

# BUILDING INCLUSIVE CULTURES

## BREAKING THE GENDER BIAS HABIT®

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



Athena Center for  
Leadership Studies  
BARNARD COLLEGE



### WHO ATTENDS

Male or female human resource, talent development, or diversity and inclusion professionals and managers who work with and/or supervise women. Participants are at the mid-career level and work in all industries.

### ABOUT THE PROGRAM

While being aware of and acknowledging the biases we all have is a good start to achieving diversity, it is not enough.

Participants who attend Breaking the Gender Bias Habit® gain a deeper understanding of how to identify biases and learn proven techniques and strategies to change bias-driven behaviors.

Smith College Executive Education and the Athena Center for Leadership Studies at Barnard College, two leading women's leadership institutions, partner to bring this timely program to men and women who want to tackle the issue of bias head-on and lead meaningful change in their workplaces and beyond.

#### PROGRAM INFORMATION

- Dates: June 13 - 14, 2018
- Program Fee:  
Now – April 1: \$4,250 USD  
After April 1: \$4,750 USD
- Location: Barnard College,  
New York, NY
- Contact: [leadership@smith.edu](mailto:leadership@smith.edu)  
+1-413-585-2798

### LEADERSHIP IMPACT

Breaking the Gender Bias Habit® addresses the harmful effects of gender bias across public, private, nonprofit, or government organizations. This program provides a supportive and non-blaming environment to explore personal biases and the impact they have on individual people and workplaces.

Drawing on the most current research, content area experts deliver sessions on:

- The business imperative of understanding and implementing gender diversity and inclusion
- Implicit gender bias; what it is and how we are impacted by and responsible for it
- Breaking the Gender Bias Habit®; a workshop proven to reduce the effects of subtle bias on women and improve workplace climate
- Hiring and recruitment, wage equity, corporate culture, and employee resource groups
- Action planning; how to turn concepts into behavior and policy change

\*Breaking the Gender Bias Habit® used with permission of WISELI



# 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

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