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 Executive Education for Women, we’ve been fostering powerful female leadership for over 40 years. We are now working with organizations to break down the barriers that keep them from capitalizing on one of their greatest resources: women leaders.

Smith’s Women’s Leadership Ecosystem™ 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**
  - Examining corporate policies and workplace behaviors to identify where breakdowns in inclusivity occur and develop strategies to correct them.

- **Engaging Leaders**
  - Engaging with leaders at every level of the organization as champions to face and actively address barriers to women’s advancement.

- **Empowering Women**
  - Working with individual women and providing them with the skills to advance in their careers and succeed in life.
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?

With our partners, we collaborate 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

Scrutinizing and evaluating practices to ensure that organizations provide equitable opportunities to all employees

Reviewing and evaluating promotion and advancement data to ensure companies are doing what they need to do to give employees the opportunities they deserve
Why, with all the attention paid to advancing women, are numbers still lagging? The fact is that women who want to advance in corporate leadership face many barriers. One of the most challenging is that the people who manage them are human beings with unconscious biases. There is no blame here! Anyone, regardless of gender, may be biased against women and not know it. Assumptions like, “She has a young family; she wouldn’t want that international assignment!” or actions such as not inviting her to an informal networking event where information helpful to career advancement is shared, disproportionately disadvantage women.

**UNCONSCIOUS BIAS**
Working with 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.
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.

**EMPOWERING WOMEN**

**WOMEN MEAN BETTER BUSINESS**

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**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.

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FROM SPECIALIST TO STRATEGIST
exceled.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 +1-413-585-2642
NEW LEADERS PROGRAM
execed.smith.edu/nlp-program

WHO ATTENDS

Early career women, 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

New leaders 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:

• Develop a strengths-based focus for leadership
• Negotiate for better outcomes
• Build a strategic network

PROGRAM INFORMATION

• Dates: May 2 – 4, 2018
• Fee: $5,100 USD
• Location: Boston, MA
• Contact: 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

WHO ATTENDS

Mid-level managers and executives, primarily at the director or vice president-level 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 moves women leaders out of the critical mid-career level, setting them on an upward trajectory. Women who attend this program gain the tools to move forward from their success in management — the management of projects and tasks — to true leadership: inspiring and leading others to perform.

Participants learn from world-class faculty and through the exchange of stories and ideas between 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

Focused on developing the “whole leader,” the Mid-level Executive Program delivers a blend of professional, organizational, and personal development sessions with an underlying theme of advanced strategic leadership thinking.

Participants learn to:

- Reflect on their unique leadership style and understand what it means to shift from manager to leader
- Apply new strategies to drive innovation, creativity, and optimal team performance
- Learn how to maximize health, enhance well-being, and build a network of peers for sustainable career advancement

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 +1-413-585-2642
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 11 – 16, 2018
- Fee by November 1: $9,200 USD
  After November 1: $9,500 USD
- Location: Phoenix, AZ
- Contact: leadership@smith.edu
  +1-413-585-2642
WHO ATTENDS

Senior women business executives who are poised to reach the C-Suite. Titles may include Senior Vice President, Executive Director and Global Vice President.

ABOUT THE PROGRAM

The Senior Executive Program for Women is the premier program for women leaders who are on their way to the C-Suite. Women who attend this program catalyze their leadership vision by examining what it means to be a leader during times of accelerating complexity and risk, as well as the unique challenges they face as female leaders.

LEADERSHIP IMPACT

Participants return equipped with tools to pivot their leadership from leading people to leading entire global organizations:

- Explore and understand the impact of the complex and rapidly changing global economic system
- Develop skills to create a culture of innovation in a volatile global market
- Master techniques for leading across boundaries of culture, time, and distance

PROGRAM INFORMATION

- Dates: July 16 – 19, 2018
- Fee by April: 1 $10,200 USD
  After April 1: $10,500 USD
- Location: Smith College, Northampton, MA
- Contact: leadership@smith.edu +1-413-585-2642
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: TBA
- Fundação Dom Cabral, Nova Lima Campus, MG Brazil
- Contact: leadership@smith.edu +1-413-585-2642 or in Brazil atendimento@fdc.org +55 31 3589 7300
From Specialist to Strategist

A STEM Program

#SMITH
EXEC
ED
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
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 +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 +1-413-585-2642
“Best program I’ve ever experienced!

New concepts and current thinking on leadership presented by thought leaders in their field. Fantastic networking with other women at similar management level in their organizations.”

- AVP, Manufacturing
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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@smithexeced

smithcollege.execed