

Women in Leadership™

A LINKAGE INSTITUTE

November 2-5, 2015
Phoenix, AZ

Presented by

Commit to your female talent.
Engage in their development.
Sustain the momentum.



BerticeBerry

Award-winning lecturer, comedian, and sociologist on **Engaging Fully**

SusanBrady

EVP; Lead Strategist, Linkage's Advancing Women & Inclusion Practice on **Understanding Self**

GeenaDavis

Academy Award®-winning actor; advocate for women and girls on **Influencing Change**

CarlaHarris

Vice Chairman, Wealth Management, Morgan Stanley on **Building Brand and Presence**

SheilaHeen

Founder, Triad Consulting on **Coaching for Development**

BillProudman

Founding Partner, WMFDP on **Building Relationships**

JudySmith

America's premier crisis management expert; author on **Communicating with Impact**



Linkage's *Women in Leadership Institute*™ is the **only women's leadership program that provides true competency development and lasting change**. I am personally dedicated to the mission of this Institute and am proud to co-chair this important event."

—Geena Davis, *Academy Award*®-winning actor and Institute co-chair

PREMIER PARTNERS:

INSTITUTE PARTNERS:

Institute BENEFITS

Leaders Receive

- In-depth training on the competencies required to drive results
- Ignited passion and inspiration from a world-class faculty
- An opportunity to network and share best practices with leaders from around the world
- Self-discovery through a personal leadership assessment
- Yearlong continued learning with access to supplementary content through *Linkage's Attendee Portal*

Organizations Receive

- Leaders equipped with the skills and tools needed to lead effectively
- Recognition and branding as an employer of choice for women
- Best practice exchange with other organizations tasked with advancing women
- An understanding of the key areas of development women need in order to succeed
- The opportunity to reward high-potential women leaders with a distinctive professional development experience

The NEED

Despite years of research confirming that organizations with women in executive leadership positions enjoy stronger business results, women continue to lag behind in assuming leadership roles. Research shows that while women comprise



41% Global professional workforce
36% Global managerial workforce
26% Senior manager roles
19% Executive roles

The startling reality is that the talent pipeline is leaking at all levels, and women aren't stepping into enough key roles to reach their full potential.¹

The SOLUTION

Together, we can change the current landscape of leadership—but it requires commitment.

Change can be ours when we commit to not only developing female talent, but also fostering a culture in which women can thrive. Linkage partners with women and organizations to create talent strategies that address both of these needs. Now in its 17th year, Linkage's *Women in Leadership Institute* has partnered with more than 10,000 women leaders from over 650 organizations to accelerate their advancement and drive stronger results for their firms.

Who ATTENDS

The *Women in Leadership Institute* is uniquely designed to engage and inspire high-performing women leaders toward accelerating their leadership abilities.

If you are poised for advancement or dedicated to building the core leadership competencies proven to build strong leaders, we invite you to grow at the *Women in Leadership Institute*.

¹ Mercer, *Well-intended efforts on gender diversity not improving women's workforce progression*, November 2014.

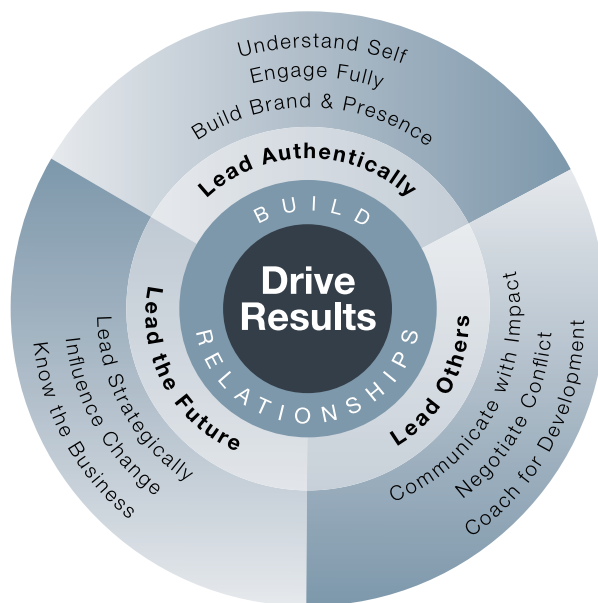
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The EXPERIENCE

The *Women in Leadership Institute Model*™ is the foundation of the Institute's curriculum. Grounded in over 25 years of research, Linkage has identified three core developmental areas that women leaders need to effectively drive results across all levels of an organization:

- **Leading Authentically**—giving leaders the insight to know oneself; what they have to offer and how their presence impacts their leadership
- **Leading Others**—knowing how to drive results with and through others
- **Leading the Future**—knowing how to set the strategy and vision of the organization



Linkage's *Women in Leadership Institute Model*™



The *Women in Leadership Assessment*™

Before arriving on-site, each leader completes either a self- or 360-degree assessment that provides insight into her specific leadership strengths and opportunity areas. It also provides an informed perspective from which she can focus her Institute experience. We suggest that organizations and participants maximize their leaders' assessment experience by upgrading to our 360-degree assessment for more in-depth results and targeted application.



World-Class Faculty

The keynote faculty is comprised of thought leaders, practitioners, and world-renowned educators who provide renewed inspiration and motivation while focusing on specific leadership competencies.

Competency-based Learning Sessions

Women leaders advance further when they develop specific leadership competencies. These learning sessions are aligned with Linkage's *Women in Leadership Model* and focus on developing the areas that propel women leaders forward.



Learning Teams

Capitalizing on the power of collective learning, participants gather each day with an expert facilitator and 15-20 of their peers to reflect on and share what they have learned and how they can personally apply it to their own development.

Year of Learning™

Participants receive access to *Linkage's Attendee Portal* for a full year following the Institute. This online learning environment features webinars, broadcasts, and content designed to expand on the competencies addressed at the Institute.

Keynote **FACULTY**



Susan Brady on *Understanding Self*

Susan Brady is co-chair of the Institute, Lead Strategist of Linkage's Advancing Women & Inclusion Practice, a Principal Consultant, and Executive Vice President at Linkage. In 1999, Ms. Brady co-founded Linkage's *Women in Leadership Summit*. Prior to rejoining Linkage in her current role, she worked with two spin-offs of the Harvard Negotiation Project where she coached executives and led strategic marketing and business development initiatives. Ms. Brady is the author of *The 30-Second Guide to Coaching Your Inner Critic* and a contributing author of *Enlightened Power: How Women Are Transforming the Path to Leadership*. She was also named a 2014 *Woman Worth Watching* by *Profiles in Diversity Journal*® magazine.



Geena Davis on *Influencing Change*

Geena Davis is co-chair of the Institute and an *Academy Award*®-winning actor, world-class athlete, member of the genius society Mensa, and a tireless advocate for women and girls. She has been featured in such films as *Thelma and Louise*, *A League of Their Own*, *Tootsie*, *Beetlejuice*, and *The Long Kiss Goodnight*. Ms. Davis is the founder of the nonprofit Geena Davis Institute on Gender in Media, and *See Jane*, which engages film and television creators to dramatically increase the percentages of female characters and reduce gender stereotyping in media made for children 11 and under. Ms. Davis is also an appointee to the California Commission on the Status of Women, and is a partner with United Nations Women.



Bertice Berry on *Engaging Fully*

Bertice Berry, PhD, is an award-winning lecturer, comedian, and sociologist. Winner of the coveted National Comedian of the Year Award, she was also the host and co-executive producer of her own nationally syndicated talk show, *The Bertice Berry Show*, and hosted *USA Live*, a four-hour live interview and entertainment show on the USA Cable Network. Dr. Berry has been featured on numerous television programs including appearances on *The Oprah Winfrey Show*, *The Tonight Show* with Jay Leno, ABC's *20/20*, and on NPR's *Tell Me More* with Michel Martin. Dr. Berry is the best-selling author of *I'm on My Way, but Your Foot Is on My Head* and has also published four best-selling novels and two humor books.



Carla Harris on *Building Brand & Presence*

Carla Harris is a Vice Chairman, Global Wealth Management, Managing Director, and Senior Client Advisor at Morgan Stanley. Ms. Harris has extensive industry experience in the technology, media, retail, telecommunications, transportation, industrial, and healthcare sectors. In 2013, Ms. Harris was appointed by President Barack Obama to chair the National Women's Business Council. She has been honored on *Fortune* magazine's list of "The 50 Most Powerful Black Executives in Corporate America," American Banker's Top 25 Most Powerful Women in Finance (2009, 2010, 2011), and *Essence* magazine's list of "The 50 Women Who Are Shaping the World." Ms. Harris is an author, gospel singer, and intensely committed to and involved in her community.

Keynote **FACULTY**



Sheila Heen on *Coaching for Development*

Sheila Heen is a Founder of Triad Consulting Group and a faculty member at Harvard Law School. She has spent the last twenty years with the Harvard Negotiation Project, developing negotiation theory and practice. She often works with executive teams, helping them to work through conflict, repair working relationships, and make sound decisions together. She specializes in particularly difficult negotiations, where emotions run high and relationships become strained. Ms. Heen is co-author of *The New York Times* best sellers *Difficult Conversations: How to Discuss What Matters Most* and *Thanks for The Feedback: The Science and Art of Receiving Feedback Well*. Ms. Heen is a graduate of Occidental College and Harvard Law School.



Bill Proudman on *Building Relationships*

Bill Proudman is Founding Partner and CEO of WMFDP. He pioneered workshops in the mid-90s after noticing that white male leaders disengaged from diversity efforts. His provocative work seeded the creation of WMFDP, an organization that guides leaders to a place of deeper understanding and awareness, heightened cultural competence, and transformative and courageous leadership. For over 35 years, he has served as a consultant, coach and facilitator to countless organizations on issues of team effectiveness, cultural competence, and diversity and leadership development. He is the founder and first board chair of the Experiential Training and Development Alliance and was president of the Association for Experiential Education.



Judy Smith on *Communicating with Impact*

Judy Smith is the real-life inspiration behind ABC's hit political thriller series *Scandal* and the United States' premier crisis management expert. As the founder and president of Smith & Company, Ms. Smith uniquely combines her communication skills, media savvy, and legal and political acumen to serve clients around the world. She honed her skills through experiences with some of the most historic and sensational events of our time, including the Iran-Contra investigation, the prosecution of former DC Mayor Marion Barry, the 1991 Gulf War, the Los Angeles riots, the Supreme Court confirmation hearings of Justice Clarence Thomas, President Clinton's scandal, the congressional inquiry of Enron, and the United Nations' and World Health Organization's responses to the SARS epidemic.

Executive Advocate for Women in Leadership Award

Linkage's *Executive Advocate for Women in Leadership Award* is given yearly to an executive or CEO who has demonstrated a deep commitment to advancing women leaders in their organization and has ignited lasting and impactful change through their leadership. The executive selected is one who leads inclusively, and reaches far and wide across the organization to accelerate the advancement of women leaders in the organization. The 2015 recipient will be announced on August 21, 2015.

Visit www.linkageinc.com/wil to learn which organization's leader will take the stage at the Institute.

Competency-based **LEARNING SESSIONS**

Unlocking Your Best Assessment Insights

Effective leadership is arguably the most critical factor in individual, team, and organizational-level interaction. In order for leaders to improve and grow, they must first look inward to understand their current leadership state.

Through this workshop, each leader will have the opportunity to unlock insights presented in her *Women in Leadership Assessment* and learn how to:

- Put the assessment into proper perspective
- Accurately interpret assessment results
- Prioritize strengths and opportunities for additional focus at the Institute and beyond



Understanding Self

While current research has covered unconscious biases placed on women, little has been done to recognize the role of the unconscious biases women place on themselves. For women leaders to step in fully to achieve their career aspirations, they must first understand these self-limiting barriers and then make conscious choices around them.

In this session, participants will learn how to:

- Recognize the six assumptions women leaders make that hold them back from advancement
- Identify and challenge these biases and underlying assumptions
- Reframe assumptions, shift thinking, and facilitate new possibilities for decision making



Jodi Detjen

The co-author of *The Orange Line: A Woman's Guide to Integrating Career, Family and Life* and a professor of management at Suffolk University. She teaches, consults, and writes in areas of leadership development and systemic and organizational change management. Through OrangeGrove Consulting,

Ms. Detjen works with corporations to increase women in their leadership pipeline.

Building Brand and Presence

Women leaders need to manage themselves consistently, develop organizational savvy, build brand and present a respected public presence, and lastly, share stories of both successes and failures as they inspire others to succeed.

In this session, participants will learn how to:

- Practice the behavioral signals of Leadership Presence
- Paint a memorable picture for audiences through communication
- Expand their comfort zone of communication, including voice, body language, and message



Kate Nugent

Director of Product & Training at The Ariel Group. She drives and executes new product development at The Ariel Group, and is responsible for the recruitment and training of the global facilitator team.

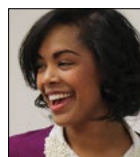
Competency-based **LEARNING SESSIONS**

Coaching for Development

Feedback comes in a variety of forms each and every day—solicited and unsolicited, formal and informal, professional and personal, direct and indirect. It's vital to maintaining strong, healthy relationships—so why is it so hard to give and receive feedback?

In this session, participants will learn how to:

- Accelerate their own learning, even if their boss is too busy or just plain “bad at giving feedback”
- Assess what kind of feedback they need, and draw value even from feedback that is off base, unfair, or poorly delivered
- Enrich the feedback conversations on their team—whether giving or receiving—to strengthen relationships and enhance collaboration



Whitney Benns

Consultant with Triad Consulting who focuses on negotiation, difficult conversations, feedback, and dispute systems design. Whitney has served as a facilitator for the Harvard Negotiation Institute, and as a consultant in the Harvard Negotiation and Mediation Clinic where she worked with the City of Cambridge on police-community relations.



Michele Gravelle

Consultant with Triad Consulting, where she applies her 25 years of experience helping professionals cultivate their leadership capabilities and develop masterful communication skills. She has facilitated executive education programs at the Harvard Negotiation Institute and regularly teaches at Boston University's Corporate Education Group.

Leading Strategically through Inclusive Leadership

The demands of a leader are multifaceted and complex. Now more than ever, a leader's “success” is rooted in her ability to motivate the full potential of a highly diverse talent pool to solve complex challenges. Our greatest leaders understand that to be a successful strategic leader involves leading inclusively.

In this session, participants will learn how to:

- Better understand how their own patterns, practices, and unconscious biases define and impact their ability to lead strategically
- Evaluate their own organizational environment and its commitment to inclusivity
- Develop a plan for leading inclusively within the context of an organization's culture



Laura Stone

Vice President of Linkage's Inclusive Leadership Practice, and a Principal Consultant. She is an expert strategist, speaker, and top team facilitator, and has extensive experience working with leaders and leadership teams to drive bottom-line results. At Linkage, Ms. Stone oversees the development and codification of the firm's work in inclusive leadership.



Lonney Gregory

Principal Consultant at Linkage. He is a former executive in the defense and intelligence industry, where he built a deep expertise in learning technology and operations, experiential learning design, and global training deployment. Most recently, his knowledge and interest has been centered on designing and facilitating transition management, innovation, and inclusive leadership programs.

Influencing Change

Change is inevitable, both in life and in business. The most successful leaders reframe change from a disruption into an opportunity. Embracing constant change—being “change-able,” agile, and resilient—is a core competency every leader must master.

In this session, participants will learn how to:

- Assess, understand, and develop a plan to navigate one's own changing landscape
- Articulate and communicate their vision for change with conviction in order to garner support
- Influence commitment through behavioral interventions



Stu Cohen

Vice President of Linkage's Strategic Change Advisory Services, and Principal Consultant. With more than 25 years of experience as an internal and external consultant to Fortune 100 organizations, he specializes in change and transition leadership, executive coaching, and leadership development.



Briana Goldman

Key Strategist for Linkage's Strategic Change Advisory Services, and Consultant. She partners with leaders and teams to develop change leadership, authentic organizational culture, and successful strategy and systems. Ms. Goldman specializes in assessing, designing, and facilitating for maximum impact to organizations, leadership teams, and individuals.

AGENDA

Monday, November 2					
11:00 AM–1:00 PM	Registration				
1:00–1:30 PM	Opening Remarks				
1:30–2:30 PM	Sheila Heen on <i>Coaching for Development</i>				
2:45–4:15 PM	Assessment Review: Unlocking Your Best Insights				
4:30–6:30 PM	Learning Teams				
Tuesday, November 3					
7:00–8:00 AM	Breakfast				
8:00–9:00 AM	Susan Brady on <i>Understanding Self</i>				
9:00–9:30 AM	Break				
9:30–11:00 AM	Competency-based Learning Sessions				
	Understanding Self	Building Brand & Presence	Coaching for Development	Leading Strategically	Influencing Change
11:00 AM–12:30 PM	Geena Davis on <i>Influencing Change</i>				
12:30–2:00 PM	Competency-based Learning Sessions				
	Understanding Self	Building Brand & Presence	Coaching for Development	Leading Strategically	Influencing Change
2:00–3:00 PM	Networking & Ice Cream Social				
3:00–4:00 PM	Carla Harris on <i>Building Brand & Presence</i>				
4:15–6:30 PM	Learning Teams				
6:30–7:30 PM	Networking Session				
Wednesday, November 4					
7:00–8:00 AM	Breakfast				
8:00–9:30 AM	Bill Proudman on <i>Building Relationships</i>				
10:00–11:30 AM	Competency-based Learning Sessions				
	Understanding Self	Building Brand & Presence	Coaching for Development	Leading Strategically	Influencing Change
11:30 AM–12:30 PM	Lunch				
12:30–2:00 PM	Competency-based Learning Sessions				
	Understanding Self	Building Brand & Presence	Coaching for Development	Leading Strategically	Influencing Change
2:00–2:30 PM	Coffee & Dessert Break				
2:30–3:30 PM	Judy Smith on <i>Communicating with Impact</i>				
3:30–4:00 PM	Executive Advocate for Women in Leadership Award				
4:15–6:30 PM	Learning Teams				
Thursday, November 5					
7:30–9:30 AM	Breakfast in Learning Teams				
9:30–10:00 AM	Break				
10:00–11:30 AM	Competency-based Learning Sessions				
	Understanding Self	Building Brand & Presence	Coaching for Development	Leading Strategically	Influencing Change
11:45 AM–12:45 PM	Bertice Berry on <i>Engaging Fully</i>				
12:45–1:15 PM	Closing Remarks				

Schedule subject to change

Create YOUR 365-DAY INSTITUTE EXPERIENCE

COMMIT

Elevate the women in your organization at the *Women in Leadership Institute*

- **Accelerate and reward your women leaders** by investing in their development through the Institute
- **Brand your organization** in the marketplace as an employer of choice for top female talent

Identify leadership strengths and challenge areas

- **Upgrade to the 360-degree assessment** to give your leaders an in-depth view of their individual leadership strengths and challenge areas
- **Gain insight from an aggregate assessment** of your organization's women leaders, highlighting the competencies where the cohort may need further development

Jump-start the team with pre-Institute coaching

- **Review each leader's 360-degree assessment** before the Institute with a personal coach
- **Focus each leader's Institute experience** according to feedback and insight from her assessment, coach, and manager

Build an intact learning team at the Institute

- **Build camaraderie** among your organization's team and apply each day's learning to your unique culture
- **Leverage the team's talents** to achieve a strategic business imperative or organization-specific initiative

ENGAGE

Tailor your program for women leaders and/or employee resource groups

- **Add customized development sessions** (in-person or virtual) to your *Year of Learning*
- **Build a holistic experience around the Institute** using Linkage's skill development courses and deep facilitation expertise to design a tailored leadership curriculum that builds on the Institute experience and furthers the development of your women leaders

Harness and sustain momentum through continued coaching

- **Build an individual development plan** that supports insights gained at the Institute
- **Implement an actionable, strategically aligned development plan**
- **Accelerate individual mastery of concepts** with an expert Linkage coach dedicated to enhancing each leader's performance

SUSTAIN

Learn more about enhancing your organization's Institute experience by calling +1.781.402.5555.

Thank You to OUR PARTNERS

Premier Partners

Headquartered in Pittsburgh, **FedEx Ground** specializes in cost-effective, small-package ground shipping, offering dependable business and residential service through its complex network of more than 560 distribution hubs and local pickup-and-delivery stations in US and Canada.

First American Financial Corporation provides real estate professionals, home buyers and sellers with products and services from title insurance and settlement services to property data, analytics and home-warranty services. First American employees are proud to be involved in one of the watershed moments in many Americans' lives: home ownership.

McKesson, the oldest and largest health care services company in the nation, is in business for better health. As a company working with health care stakeholders in every setting, we are charting the course toward a stronger, more sustainable future for the entire industry.

Since 1996, **Murphy USA** has been the place people go to save on the gas that fuels their lives. We have become synonymous with "low prices" and "friendly service." Our national gas station and convenience store chain has grown to over 1,200 stores in 23 states throughout the US — a growth that speaks to Murphy USA's commitment to quality fuels and merchandise at competitive prices, convenient locations, and excellent customer service. From the lowest prices on gas to exclusive deals on popular snacks and drinks, Murphy USA is always going the extra mile to help our customers buy smarter and drive further.

PAREXEL International is a leading provider to the biopharmaceutical and medical device industries for the development and commercialization of new medical therapies worldwide. Through our Women in Leadership Mentoring Program, our emerging woman leaders are empowered to proactively initiate change and inspire others by challenging their teams and themselves.

People are at the heart of every successful business initiative. At **TEKsystems**, we understand people. Every year we deploy over 80,000 IT professionals at 6,000 client sites across North America, Europe, and Asia. Our deep insights into human capital management enable us to help our clients achieve their business goals—while optimizing their IT workforce strategies.

Toyota, the world's top automaker and creator of the Prius and the Mirai fuel cell vehicle, is committed to building vehicles for the way people live through our Toyota, Lexus and Scion brands. Over the past 50 years, we've built more than 25 million cars and trucks in North America, where we operate 14 manufacturing plants and directly employ more than 42,000 people. Our 1,800 North American dealerships sold more than 2.67 million cars and trucks in 2014 – and about 80 percent of all Toyota vehicles sold over the past 20 years are still on the road today.

Toyota Financial Services (TFS) is the finance and insurance brand for Toyota in the United States. Drivers may purchase or lease vehicles through participating dealers and TFS. TFS currently employs over 3,300 associates nationwide, and has managed assets totaling \$97 billion. Toyota Financial Services is a service mark used by Toyota Motor Credit Corporation, Toyota Lease Trust and Toyota Motor Insurance Services, Inc.

University of Michigan Health System (UMHS) is an award-winning health care system and premier academic medical center, and its **Medical School** is one of the nation's most cutting-edge public research-oriented medical schools. UMHS provides patient-centered, collaborative medical care. We also enjoy a unique place in the annals of education as one of the first major medical schools to admit female students and minorities.

Institute Partners

As the nation's largest independent broker-dealer, a top RIA custodian, and a leading independent consultant to retirement plans, **LPL Financial** unlocks value for independent advisors as well as institutions by offering a versatile and fully integrated platform for the delivery of personal, objective financial advice.

The MITRE Corporation is a not-for-profit organization that operates research and development centers sponsored by the federal government. Our centers support our sponsors with scientific research and analysis, development and acquisition, and systems engineering and integration. We also have an independent research program that explores new and expanded uses of technologies to meet our sponsors' needs. Our principal locations are in Bedford, MA and McLean, VA.

As a global market leader delivering world-class products and services, **Oracle** is an employer of choice in the technology industry. The company fosters a culture of innovation, excellence, and professionalism throughout its global workforce of more than 130,000 employees and is committed to supporting diversity in leadership through Oracle Women in Leadership (OWL).

Supporting Organizations

Become a Partner

- Be seen as an employer of choice for women leaders
- Gain visibility through national marketing campaigns to organizational executives and women business leaders
- Brand your organization as one dedicated to the advancement and development of women

Learn more about becoming a partner at www.linkageinc.com/wil.

Thank You to **OUR ADVISORY BOARD MEMBERS**

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TUITION

Individual \$3,195/person

Customize Your Team Size

2-5 participants \$2,995/person

6-10 participants \$2,795/person

11-15 participants \$2,595/person

16+ participants \$2,395/person

Hotel Accommodations

JW Marriott Phoenix Desert Ridge
5350 East Marriott Drive
Phoenix, AZ 85054 USA
Phone: +1.480.293.5000

Hotel rooms are not included in the Institute tuition. A limited block of rooms is being held at the Marriott Phoenix Desert Ridge at a reduced rate until October 9, 2015. When reserving your room, mention that you are with Linkage's *Women in Leadership Institute*.

Cancellation Policy

A \$350 administrative fee per person will be applied to any cancellation at any time. After September 21, 2015, cancellation of any and all registrations—including “no shows”—is subject to the full Institute fee. An organization may substitute one paid participant for another at any time with no additional fees or charges.

Payment Policy

Please make checks payable to Linkage. Full tuition must be received in US funds and is due at the time of registration. Group registrations will be billed to the primary contact unless otherwise specified.

Linkage

Linkage works with leaders and leadership teams worldwide to build organizations that produce superior results. For over 25 years, we have delivered on this promise by strategically aligning leadership, talent, and culture within organizations globally. We do this by providing strategic consulting on leadership development and talent management topics and through our learning institutes, skill-building workshops, tailored assessment services, and executive coaching.

Linkage is headquartered in Burlington, Massachusetts, with operations in Atlanta, New York, San Francisco, and outside the US in Athens, Bangalore, Brussels, Bucharest, Buenos Aires, Hong Kong, Istanbul, Kuala Lumpur, Kuwait City, Mexico City, Sao Paulo, Seoul, Shanghai, Singapore, and Sydney.

TO LEARN MORE

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A close-up, profile view of a woman with dark, curly hair and glasses, looking slightly to the right. She is wearing a red and white patterned scarf. The background is a soft, out-of-focus light color.

**Equip the
women
in your
organization
to excel in
leadership roles.**

www.linkageinc.com/wil