BCMU 579: Women at the Top

At a time when corporate and consumer values are shifting and new voices and visions are being sought, MBA graduates have the opportunity to come forward and lead in innovative ways. Women especially are poised to make a real difference. Concepts of leadership are changing, with feminine styles and perspectives increasingly valued and advocated.

Still, ambitious women face continuing challenges. Role models for power and authority are still largely masculine. Many top executive positions are designed for and held by men with wives who work at home. Female leaders need to create a wider variety of roles and role models for themselves and their organizations …and to find ways to meet multiple and sometimes conflicting personal, professional and social goals.

This class will combine dynamic sessions with accomplished women who have been making their own kind of difference in the world with exploration of issues related to female leadership (and increasingly to ALL leadership). Within this context, students will assess their own strengths and talents to explore how they too may make a different kind of difference.

Objectives

- To draw upon the insights and experience of exceptional role models - women ‘at the top’ including change makers, organization founders and C-level executives
- To build upon frameworks for female leadership in particular and leadership in general to solidify your best foundation for inspiring others
- To identify personal sources of power, authority and resilience
- To develop an authentic – and authentically feminine – leadership style
- To create a personal vision of ‘the top’ – how and where you want to exert influence and make a difference
- To map out ways to lead a full life – one that energizes you and encompasses multiple goals and priorities

Guest Speakers

Mar 31 Liane Pelletier, Board Director or Chairman for multiple companies including Expeditors and Icicle Seafoods.

"Seek out the biggest challenges of your organization and work on solutions to them. Doing so builds your confidence, your skills and your value to the organization."
Apr 7  Wendy Collie, CEO, New Seasons Markets

   “A good leader inspires people to have confidence in their leader. A
great leader inspires people to have confidence in themselves. I am
passionate about helping people realize their own personal potential.”

Apr 14 Janene Drafs, Vice President and General Manager, Sinclair Broadcast
Group.

   “Spend as much time honing your life skills as you do your job
skills. Job skills get you in the door. Life skills move you up the ladder.”

Apr 21 Martha Bejar, Board Director and CEO, Flowmobile

   “My one piece of advice is to be true to yourself rather than pretend to
be someone you’re not to fit in with the crowd. If you do that, you will
fail.”

Apr 28 Dawn Lepore, Board Director of AOL, TJX and RealNetworks, ex-CEO
and Chairman of drugstore.com

   “When people have put money into your company and they’re
depending on you to lead a team to turn the company around, there’s a
huge sense of responsibility. I feel that every single hour of every single
day....I always strive to do my job while staying true to two personal
values—managerial courage and generosity of spirit.”

Inspiration from previous Women at the Top speakers:

   “Balance is not just a tradeoff between working too hard and having
leisure time. You need to fill in the gap in the heart.”

   Sally Jewell, U.S. Secretary of the Interior and
   former CEO, REI

   “Hone (your) peripheral vision. The most fruitful connection may not
be the one in front of you.”

   “More important than any specific job, be clear on what you need to be
fulfilled in your career. I ask myself this question all the time and have
corrected my course a number of times over the years by adhering to
that North Star.”

   Paula Boggs, Singer-songwriter; ex-EVP, General
   Counsel and Secretary, Starbucks
“In order to have a seat at the table, you have to use your voice. In order to continue to have a seat at the table, you have to continue to use your voice.”

S. Mae Fujita Numata, Serial CFO and Board Director, Columbia Bank

“Ginger Rogers did everything Fred Astaire did, except she did it backwards in high heels. It also helps to pick the right partner and get the best child care you can.”

Bernee Strom, CEO and Chairman of Webtuner, serial entrepreneur, and Public Board Director

Reading

Required

- **Strengthsfinder 2.0**, by Tom Rath
- **One of the following highly recommended books** (it would be good to read them all when you have time)

Highly Recommended

- **How Remarkable Women Lead**, by Joanna Barsh and Susie Cranston – great leadership framework for women (and men!).
- **The Confidence Code**, by Katty Kay and Claire Shipley – Excellent book on why some women can be less confident than they should be…and how to build confidence that lasts.
- **Executive Presence**, by Sylvia Ann Hewlett – How to present yourself with power, with a focus on women needing to balance femininity and authority.
- **Act Like a Leader, Think Like a Leader** by Herminia Ibarra – Great book on authenticity and what authentic leadership really is.
- **A Path Appears**, by Nicolas Kristof and Sheryl WuDunn – Focus on ways to make a difference in the world.

Schedule

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<tr>
<th>Day/Date</th>
<th>Topic</th>
<th>Readings/Assignments Due</th>
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<tr>
<td>Tue Mar 31</td>
<td>Class 1: Introduction</td>
<td>Readings from Welcome e-mail</td>
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<tr>
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<td>Liane Pelletier</td>
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Tue Apr  7  **Class 2:**  
Wendy Collie  
https://www.linkedin.com/in/wendycollie  
**Personal Baseline Assignment Due**  
**Mentor Circle Plan Due**

Tue Apr 14  **Class 3:**  
Janene Drafs  
www.linkedin.com/pub/janene-drafs/9/781/2a4  
**Book Discussion Presentations**

Tue Apr 21  **Class 4:**  
Martha Bejar  
https://www.linkedin.com/pub/martha-bejar/34/3b5/522  
**Book Discussion Presentations**

Tue Apr 28  **Class 5:**  
Dawn Lepore  
https://www.linkedin.com/pub/dir/Dawn/Lepore  
**Book Discussion Presentations**

Tue May 5  **Difference Plan due**  
**Mentor Circle summary sheet due**

**Grading**

- **Personal Baseline – StrengthsFinder results and bio**  100
- **Mentor Circle Plan (C/NC)**  50
- **Leadership Book Discussion/Report**  200
- **Difference Plan + Mentor Circle Summary**  500
- **Participation (Attendance/Contributing)**  150 points

**TOTAL**  1000 POINTS