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

Apr 2  Dawn Lepore, Serial Board Director (AOL, TJX, Walmart etc), 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 always strive to do my job while staying true to two personal values—managerial courage and generosity of spirit.”

Apr 9  Frances Dewing and Roderick Jones, CEO and President/Founder of Rubica

“Business, and business success, should be used as a platform for social change. Whatever your platform is - whatever slice of privilege or power or celebrity that you achieve - share it, don't hoard it. Use it to help lift others, particularly others who are different from you or more disenfranchised.”

- Frances

“Do good by stealth and blush to find it fame”

- Roderick

Apr 16  Coco Brown, CEO/Founder, The Athena Alliance

“Athena exists to propel women forward – into the boardroom, into the C-suite, into the strongest version of themselves...But men, that doesn’t mean that we don’t need you to partner with, to uplift us, to invite us in....Progress for women doesn’t work unless future men succeed, too.”

Apr 23  Gavriella Schuster, Corporate VP, One Commercial Partner Organization, Microsoft

“From a career perspective I’ve always been pretty purposeful. Jobs happen, but careers are built.”

Apr 30  Angela Dunleavy-Stowell, CEO, FareStart; former CEO Ethan Stowell Restaurants

“For me, at the end of the day, I want my kids to be able to say, 'My dad has all these amazing restaurants and grew this business, and my mom is a complete badass running this organization and helping people out of homelessness.'"

May 6  (Optional (and highly recommended) – this class meets in Paccar 292 3:30-5:20 pm)

Adriane Brown, Board Member, eBay, Raytheon, and Allergan; former President, Intellectual Ventures; Board Chair, Pacific Science Center

“In 1966, my parents and one neighbor down the street decided they were going to send their five black children to what had been the traditionally all-white school. The impact of being 8 years old and stepping into a difficult position molded me. It showed me that discomfort breeds growth, and I’ve followed that tenet ever since.”
*For inspiration from some previous Women at the Top speakers, check the bottom of the syllabus.*

## Reading

### Required

   
   Already taken the SF? Consider upgrading to the StrengthsFinder 34. I am certified in the SF. We don’t have class time for individual consultations, but you may email me to book a short meeting if you have your 34 results.

2. **One of the following highly recommended books** (it would be good to read several when you have time) on a topic that will feed your personal leadership journey – confidence, courage, meaning, executive presence, balancing multiple priorities, making a difference. I consider these books to be “best in class.” (Ask me if you’d like more titles.)

   - **Leadership**
     - **How Remarkable Women Lead**, by Joanna Barsh and Susie Cranston – Great leadership framework for women (and men!). The basis for McKinsey’s widely acclaimed and used Balanced Leadership Model.
     - **Own It – the Power of Women at Work** by Sally Krawcheck. A manifesto for women to claim their power as women at work…as opposed to imitating the men around them.
     - **Playing Big** by Tara Mohr. Excellent book for female leaders; includes innovative exercises on creating your own best pathway to bigger roles and greater impact.

   - **Courage and Confidence**
     - **Daring Greatly**, by Brene Brown – Counterintuitive ways to build resilience and the capacity to take more risks. Her best book on leadership.

   - **Enlisting and Working with Men/Allyship**
     - **Better Together**, by Jonathan Sposato – The subtitle says it all: “8 ways working with women leads to extraordinary products and profits.” He invests only in companies with at least one female founder or C-level exec because it makes him more money
     - **That’s What She Said**, by Joanne Lipman – The subtitle also says it all here: “What Men Need to Know (and Women Need to Tell Them) about Working Together

   - **Sponsorship/Mentorship/Networking**
     - **(Forget a Mentor) Find a Sponsor** by Sylvia Ann Hewitt – How to get help in getting ahead. What exactly is sponsorship…and how do you attract it?

   - **Balance**
     - **Drop the Ball – Achieving More by Doing Less** by Tiffany Dufu. Thoughtful book on balance by a high achiever who learned to enlist her husband and change her perspective.

   - **Leadership Style**
     - **The Myth of the Nice Girl – Achieving a Career You Love without Becoming a Person You Hate** by Fran Hauser. Reframing “nice” as a superpower rather than a weakness.
## Schedule

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<th>Day/Date</th>
<th>Topic</th>
<th>Readings/Assignments Due</th>
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<tr>
<td>Tue Apr 2</td>
<td>Class 1: Introduction</td>
<td>Dawn Lepore: Topic/Book/Dates selected</td>
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<td>Tue Apr 9</td>
<td>Class 2: <em>Better Together</em></td>
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<td>Tue Apr 16</td>
<td>Class 3:</td>
<td>Coco Brown: Group Book Presentations</td>
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<td>Sponsorship Genealogy due</td>
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<td>Last Day to turn in Mentor Circle Plan</td>
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<td>Tue Apr 23</td>
<td>Class 4:</td>
<td>Gaviarella Schuster: Group Book Presentations</td>
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<td>Tue Apr 30</td>
<td>Class 5:</td>
<td>Angela Dunleavy-Stowell: Group Book Presentations</td>
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<td>Mon May 6</td>
<td>Special Session – Paccar 292 3:30-5:20</td>
<td>Adriane Brown</td>
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<td>Tue May 14</td>
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<td>Difference Plan due</td>
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<td>Mentor Circle Summary due</td>
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## Grading

- Personal Baseline – StrengthsFinder/strengths interview results and Bio: 100
- Mentor Circle Plan (C/NC): 50
- Sponsorship Genealogy: 50
Group Work – Book and Speaker  150
Difference Plan + Mentor Circle Summary  500
Participation (Attendance/Contributing)  150 points
TOTAL  1000 POINTS

More Inspiration from past Women at the Top speakers....

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

**Sally Jewell**, Former U.S. Secretary of the Interior and 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 Corporate 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

"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."

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

“To be a great leader I’ve found one must learn to lead oneself first. Learn to consistently identify the truth in any situation and your own source of energy. Be confident and embrace humility. Be willing to learn, grow and invest in yourself, then invest in other people too. Strive to behave in an authentic and trustworthy manner. This attracts great people, breakthrough ideas, and leads to stunning results.”
Charlotte Guyman, Board Director, Berkshire Hathaway and Space Needle; Advisory Board Member, Brooks Running

“I have always had a passion for building community. I really believe a bank can be an important piece to that. If we look back after five years, my sign of success would be if I could say that we have a stronger community because Chase was part of that.”

Phyllis Campbell, Chairman Pacific NW, JP Morgan Chase; Lead Independent Director, Alaska Airlines; Board Director, Nordstrom

“Live loud and proud. When we are living big lives, that is where the best ideas come from and you will be more likely to break through the tough times.”

Elena Donio, CEO, Axiom

“Where you’ll be five years from now depends upon two things: the things you read and the people you meet.”

Joanne Harrell, UW Regent; Senior Director, Citizenship and Community Affairs, Microsoft

EB’s Leadership Rules
--If you want to be remembered, live a life worth remembering.
--Life has more paradoxes than problems. Deal with it.
--No one is better at being you than you. And you are probably not that good at being someone else
--It is not what you do for others, it is what you teach them to do for themselves
--Have the courage of your convictions
--Have fun

Elizabeth Bastoni, Director, Bic (of pen fame) and other boards

“If you are underrepresented in whatever field you’re in ... your number one priority should be to make yourself successful. It’s not to help people in the same situation. Instead, go try and kick ass in business. That’s what we really need in order to change the face of power in this country.”

Heather Redman, Co-founder/Managing Partner, Flying Fish Venture Partners, Board Member Beneficial State Bank

"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.”

Wendy Collie, Former CEO, New Seasons Markets and SVP, Starbucks, among other exec roles