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Spring 2020
Virtual Office Hours
W Th noon-2 pm
and by appointment

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 1 **Jean Thompson**, CEO, Seattle Chocolates

“Leadership is a team sport and a good leader is the coach, not the MVP. Being an open-minded listener is the most important trait. You want to hear different points of view and be willing to change your mind as new information comes to bear.”

Apr 8 **Vanessa Pegueros**, Chief Trust and Security Officer, OneLogin: serial C-level executive and board director

“When a door opens, sometimes you need to take that opportunity and not let the unknown stop you. People fear that they don’t know how to do it, but in reality you may be turning down a career-defining moment.”

Apr 15 **Dawn Lepore**, Serial Board Director (Currently Accolade, loanDepot, RealNetworks and Servco Pacific Insurance; Previously eBay, Walmart, TJX, AOL, and others)

“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 values—managerial courage and generosity of spirit.”

Apr 22 **Jessie Woolley-Wilson**, Chair, President and CEO, Dreambox Learning

“Surround yourself, especially early on, with people who believe in you, who support your aspirations and are willing to risk your disappointment or anger to tell you the truth. We need truth-tellers to keep us honest with ourselves and humble so we are motivated to grow, learn, and get better and stronger.”

Apr 29 **Graciela Gomez Cowger**, CEO, Schwabe, Williamson & Wyatt; President, Washington Women’s Commission

“My engineering background allows me to boldly and fearlessly question long held beliefs about the law and how we serve our clients.”

**For inspiration from some previous Women at the Top speakers, check the bottom of the syllabus.*

Reading/Assessments

Required

1. **Take the Clifton Strengths 34 test.** <https://store.gallup.com/p/en-us/10003/cliftonstrengths-34>
This will cost \$49. For this, you will receive a personalized 25+ page report on the strengths themes you are most likely to capitalize on. Think of these as talent muscles you have developed over the course of your life. Please note – this is different from the SF test that gives you only your top 5 results in boilerplate – the 34 is personalized to you and will give you an in-depth look at how your top strengths are likely to manifest based upon the order of your other strengths.

Meeting option. If you like, I am happy to meet with you or a group of you on Zoom to discuss your results. (I am certified in this assessment.) If you want to meet with me and set an appointment, please send me your results beforehand. If you are doing this with a group, please exchange reports with the others as well. I will make myself fairly available beyond my office hours for these meetings, but need to schedule them with you in advance to accommodate my other coaching clients.

Already taken the Clifton Strengths 34? Consider selecting a couple of your top strengths and thinking about where you have used them...and where else you might capitalize on them. Consider sharing them and their descriptions with a couple of trusted friends/colleagues. Where have they seen you exhibit these strengths? Where do they think you could? As a further exploration of your strengths, consider asking these select people what they see as your other top strengths with examples of how this showed up for them.

2. Read one of the following highly recommended books (It would be good to read several when you have time.) Select the book based upon what will best 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.” (Note: I’m using the Amazon link to allow you to read a fuller description. But please support any independent booksellers you know. University Bookstore has been struggling, among others, and will allow you to pick up books on campus.)

- ***Female Firebrands: Stories and Techniques to Ignite Change, Take Control and Succeed in the Workplace*** by Mikaela Kiner. Mikaela is CEO of local HR consultancy Reverb. The amazing women she profiles are mostly local entrepreneurs. She has agreed to meet with a group of students to discuss the book and/or do a video interview. Some of the women she profiles may also be available. <https://www.amazon.com/Female-Firebrands-Stories-Techniques-Workplace/dp/1626346739>
- ***Bridging Differences for Better Mentoring***, by Lisa Fain and Lois Zachary. Excellent step-by-step descriptions of how best to mentor others unlike yourself...and how to be a mentee if you are not the same race, gender, profession. How to connect and gain traction. Local author Lisa Fain, a wonderful international expert on mentoring and CEO of the Center for Mentoring Excellence, has agreed to meet with a group of students to discuss mentoring and her book and/or do a video interview. <https://www.amazon.com/Bridging-Differences-Better-Mentoring-Leverage/dp/1523085894>
- ***Better Together***, by Jonathan Sposato – The subtitle of this book on allyship aimed at a male audience says it all: “8 ways working with women leads to extraordinary products and profits.” <https://www.amazon.com/Better-Together-Working-Extraordinary-Products/dp/111945218X/> He invests only in companies with at least one female founder or C-level exec because, he says, it makes him more money to do so. He was talking about this way before others started to. <https://money.cnn.com/2015/05/22/technology/jonathan-sposato-investor-women/index.html> Based in Seattle, Jonathan is terrific and thoughtful...and can be a bit hard to track down. If he has time he would love to discuss his book online with a group of students. I’ll do my best to make it happen.
- ***Blaze your Own Trail: An Interactive Guide to Navigating Life with Confidence, Solidarity and Compassion***, by inspirational local Author and former Zillow executive Rebekah Bastion. This is a feminist take on a jungle gym version of the hero’s journey, combining fiction with inspiration. You can tailor the story to yourself. It’s likely that Rebekah will meet with a group for an online video. <https://www.amazon.com/Blaze-Your-Own-Trail-Interactive/dp/1523087951/>

- ***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. <https://www.amazon.com/How-Remarkable-Women-Lead-Breakthrough/dp/030746170X/>
- ***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. <https://www.amazon.com/Own-Power-Women-at-Work-ebook/dp/B01FPH2MJ4/>
- ***Playing Big*** by Tara Mohr. Excellent book for female leaders; includes innovative exercises on creating your own best pathway to bigger roles, greater impact and dealing with your inner critics and harpies. This author is an inspirational Stanford GSB grad. <https://www.amazon.com/Playing-Big-Practical-Wisdom-Create/dp/1592409601/>

If you don’t read the book, at least spend 30 minutes doing her **amazing** inner mentor visualization. <https://www.taramohr.com/book/inner-mentor-signup/> If your group selects the book, you might lead a discussion on this with the class.

- ***Daring Greatly***, by Brene Brown – Counterintuitive ways to build resilience and the capacity to take more risks. There’s much more to her than her first TED talk...and her recent book isn’t as good as this one, which I consider her best book on leadership. Well worth your time. <https://www.amazon.com/Author-Daring-Greatly-04-2015-Paperback/dp/B01JKGLXD2/>
- ***Range: Why Generalists Triumph in a Specialized World***, by David Epstein. Did you switch professional directions with your MBA? Does your career have that jungle gym quality that gives you breadth but less depth? This is your book – you are bringing more not less to your career and life. <https://www.amazon.com/Range-Generalists-Triumph-Specialized-World-ebook/dp/B07H1ZYWTM>
- ***Give and Take: Why Helping Others Drives Our Success***, by Adam Grant. Who gets ahead, those who give more or those who take more? Sometimes women feel they are taken advantage of because they want to contribute. When is this true and when not? One of my top reads this past year. <https://www.amazon.com/Give-Take-Helping-Others-Success/dp/0143124986>
- ***Other***. If you have a book related to women or diversity in leadership and can find another couple of classmates who want to read it, please propose it to me. Email me about it pronto. One good source for good books is Harvard Business School publishing, which is offering all of its e-books free this spring.

Schedule

<u>Day/Date</u>	<u>Topic</u>	<u>Readings/Assignments Due</u>
Wed Apr 1	<u>Class 1</u> : Introduction	Topic/Book/Dates selected

Jean Thompson
<https://www.linkedin.com/in/jeanthompson/>

Wed Apr 8 Class 2: Assessment/Values Exercises
complete
Group goals and questions due

Vanessa Pegueros
<https://www.linkedin.com/in/vanessa-pegueros-11296/>

Wed Apr 15 Class 3: Sponsorship Genealogy due
Mentor Circle Plan

Dawn Lepore
<https://www.linkedin.com/in/dawn-lepore-77140b1/>

Wed Apr 22 Class 4: Generous Women thoughts due

Jessie Woolley-Wilson
<https://www.linkedin.com/in/jessie-w-1a7a291/>

Wed Apr 29 Class 5:
Graciela Gomez Cowger
<https://www.linkedin.com/in/graciela-gomez-cowger-0069815/>

Wed May 15 **Difference Plan due**
Mentor Circle Summary due
*(This is a good deadline for you
while course materials are fresh in
mind. You may e-mail me for an
extension.)*

Grading

Personal Baseline – StrengthsFinder/strengths interview results and Bio	100
Mentor Circle Plan (C/NC)	50
Sponsorship Genealogy	50
Generous Women	C/NC
Group Work – Book and Speaker	150

Difference Plan + Mentor Circle Summary	500
Participation (Attendance/Contributing/ Generous Women)	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 Hathway 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

“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 Dewing, CEO and Founder, Rubica

"Do good by stealth and blush to find it fame"

Roderick Jones, Co-founder, Rubica

"Jobs happen, but careers are built. From a career perspective I've always been pretty purposeful."

Gaviella Schuster, Corporate VP, One Commercial Partner Organization, Microsoft

"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."

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

"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."

Coco Brown, CEO/Founder, The Athena Alliance