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Spring 2021  
Virtual Office Hours  
W 2:30-3:20  
and by appointment

## **MGMT 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**

May 5 **Valecia Maclin**, General Manager, Engineering – Customer Security & Trust, Microsoft  
<https://www.linkedin.com/in/valeciamaclin/>

*“My favorite quote is from Maya Angelou:*

*When someone shows you who they are believe them (the first time).*

*“I share this often with women leaders who I find stuck trying to “fix” individuals or “work harder” to drive an outcome despite what they see.”*

May 12 **Wei Gao**, VP, Grocery Tech, Product & Supply Chain, Amazon  
<https://www.linkedin.com/in/windforce/>

*“A bold yet clear vision is very important, but it is okay if you don’t have one right away. Take the time to learn the space and use every opportunity to lead by example. There are many teaching moments leading through a crisis or opportunity where you can outline and refine your vision along the way.”*

May 19 **Lisa Chin**, CEO, Treehouse  
<https://www.linkedin.com/in/drlhchin/>

*“I seem to come back to this quote a lot. Please know that it’s a zen proverb,  
so use of gender pronouns are not my choosing:*

*When the wrong man uses the right means, the right means work in the wrong way. When the right man uses the wrong means, the wrong means work in the right way.*

*“I always focus on who in the room and in my life and career are the right people.”*

May 26 **Gina Perini**, Chair, President and CEO, Somos Inc  
<https://www.linkedin.com/in/gina-perini/>

*“Real transformation happens when we set aside the playbooks of the past and create our own playbooks. This requires us to start with a blank page and create a bold vision of the companies, communities and lives we dream of – without fear of failure or uncertainty holding us back. Then, we must get out there and do it – learning and adapting through every failure and success to bring it to life. ”*

June 2 **Michelle Wardian**, President and Chief Strategy Officer,  
Youngone NorthAmerica; Board Member, Outdoor Research  
<https://www.linkedin.com/in/michellewardian/>

*"You have to take deliberate action to make change happen, and action means influencing and bringing along others in your journey. Never underestimate the power of helping others achieve their goals, encouraging a sense of belonging, and having a shared vision. The most powerful words you can say are "why don't you come too".*

*\*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 and give workshops in it.) 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 superpowers with examples of how this showed up for them. This will feed into your first assignment, the Personal Baseline.

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, among others, has been struggling, and so this may allow you to buy from a UW supporter.)

- ***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 will likely agree 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, will likely 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 possible 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/>
- ***The Likeability Trap***, by Alicia Menendez. Issues with having to be the bad guy? Having to say no? Having to be firm? This is the book for you. “A love letter to all of us who yearn to be liked (and are ashamed to admit it)”
- ***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 IMHO her recent book isn't as good as this one, her best book on leadership. Well

worth your time. <https://www.amazon.com/Author-Daring-Greatly-04-2015-Paperback/dp/B01JKGLXD2/>

- **Untamed**, by Glennon Doyle. Straight off the bestseller list, this memoir by “the patron saint of female empowerment” contains a coming-out story and great thoughts on coming into your own as a leader and human. <https://www.amazon.com/Untamed-Glennon-Doyle-Melton/dp/1984801252>
- **Quiet**, by Susan Cain – a wonderful leadership book with a focus on introverts. Highly recommended for everyone, extroverts included. Subtitle: “The power of introverts in a world that can’t stop talking.” <https://www.amazon.com/Quiet-Power-Introverts-World-Talking/dp/0307352153/>
- **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 May 5	<u>Class 1</u> : Introduction  Valecia Maclin <a href="https://www.linkedin.com/in/valeciamaclin/">https://www.linkedin.com/in/valeciamaclin/</a>	Topic/Book/Dates selected
Wed May 12	<u>Class 2</u> : Assignment  Wei Gao <a href="https://www.linkedin.com/in/windforce/">https://www.linkedin.com/in/windforce/</a>	Personal Baseline
Wed May 19	<u>Class 3</u> :  Lisa Chin <a href="https://www.linkedin.com/in/drlhchin/">https://www.linkedin.com/in/drlhchin/</a>	Sponsorship Genealogy Mentor Circle Plan
Wed May 26	<u>Class 4</u> :  Gina Perini <a href="https://www.linkedin.com/in/gina-perini/">https://www.linkedin.com/in/gina-perini/</a>	Group Book Videos

Wed June 2 Class 5: Detailed feedback on select videos  
Michele Wardian  
<https://www.linkedin.com/in/michellewardian/>

Wed June 9 **Difference Plan  
Mentor Circle Summary**

### **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	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."*

SVP, **Wendy Collie**, Former CEO, New Seasons Markets and 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."*

Partner **Gavriella Schuster**, Corporate VP, One Commercial 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

*"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."*

**Jean Thompson**, CEO, Seattle Chocolate

*"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."*

**Vanessa Pegueros**, Chief Trust & Security Officer, OneLogin

*"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."*

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

*"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."*

**Dawn Lepore**, Board Member, Fortune 500 companies