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## Global Leadership for Women Empowering your Effectiveness as a Leader

18, 19 and 20 of May 2011

[www.execed.ie.edu/internationalprograms](http://www.execed.ie.edu/internationalprograms)

 **business  
school**  
Executive Education

 **IEProgram**



ie

## WHY IE BUSINESS SCHOOL

IE Business School is a leading international business school oriented at providing top-level training for executives. The recognized prestige of our teaching faculty, the degree of excellence of our academic programs and a clear international focus are the keys behind a learning model that has ranked IE Business School's Executive Education Division among the top 15 in the world (Financial Time's Ranking, May 2010).

The Executive Education Programs offered by IE Business School aim to develop the vision, skills and management capabilities required to meet the many and varied challenges facing business organizations, both today and in the future.

Our school's training model promotes personal, intellectual and professional development and does so in a global framework to expand and deepen international perspectives among participants. The programs we run are open and/or tailored to meet company or individual needs and provide a targeted and thorough foundation that will translate into a direct impact on business or individual performance.

In recognition of the high quality and academic rigor of our programs, IE Business School is accredited by EQUIS (European Quality Improvement Systems), AACBS International (The Association to Advance Collegiate Schools of Business) and AMBA (Association of MBAs).

We invite you to join our community and benefit from a unique learning experience in an environment that nurtures top-level talent both professionally and personally.



*“Our programs allow executives to renew their competitive edge, commitment, entrepreneurial spirit, global vision and their motivation – and later on, our business forums and Centers of Excellence offer platforms for a continuous learning.”*

**Santiago Iñiguez. Dean of IE Business School**



Fully recognized by the three principal international accrediting bodies in the field of business education.

IE Business School is consistently ranked among the top Business Schools worldwide by international financial and economic media groups.  
[www.ie.edu/IE/php/en/rankings.php](http://www.ie.edu/IE/php/en/rankings.php)

**Executive MBA**

**Financial Times**  
 2<sup>nd</sup> in Europe  
 7<sup>th</sup> worldwide  
 Oct. 2010

**International MBA**

**Wall Street Journal**  
 3<sup>rd</sup> in Europe  
 Jan. 2010

**Financial Times**  
 1<sup>th</sup> in Spain  
 Jan. 2010

**Full-time MBA**

**Financial Times**  
 1<sup>st</sup> in Spain  
 3<sup>rd</sup> in Europe  
 6<sup>th</sup> worldwide  
 Jan. 2010

**Forbes**  
 3<sup>rd</sup> worldwide  
 Aug. 2009

**America Economía**  
 3<sup>rd</sup> worldwide  
 Jun. 2010

**Business Week**  
 1<sup>st</sup> in Europe  
 2<sup>nd</sup> worldwide  
 Nov. 2008

**Executive Education**

**Financial Times**  
**Open Enrolment**  
 13<sup>th</sup> worldwide  
 May 2010

**Business Week**  
**Executive Education**  
 1<sup>th</sup> in Spain  
 6<sup>th</sup> in worldwide  
 Nov. 2009

**America Economía**  
 7<sup>th</sup> worldwide  
 Oct. 2009

**The Economist**  
 2<sup>nd</sup> worldwide  
 Jan. 2008



# Creating Global Leaders

## Worldwide

IE Business School's Executive Education Division is renowned for executive development programs that provide strategic insight and deliver global perspectives. Our Executive Development Programs are consistently ranked among the top 15 in the world (Financial Time's Ranking, May 2010).

## Who this program is designed for

Executive International courses at IE Business School are a significant investment for both you and your organization. Going far beyond the basic transmission of skills and theories, this Global Leadership for Women program provides applicable lessons in the classroom that can be implemented immediately within your organizations.

This Global Leadership for Women program is designed for women business leaders at public and private companies, including senior corporate officers, executive business-unit leaders, business owners and entrepreneurs.

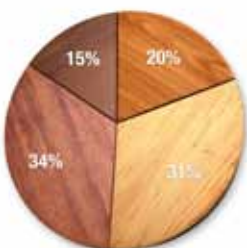
Particularly targeted at, but not limited to:

- CEO's
- Managing Directors
- General Managers
- Divisional and Functional Managers responsible for change management and project sponsorship
- Consultants and experts in project management and organizational change
- Human Resource Directors

## Participants' Profile

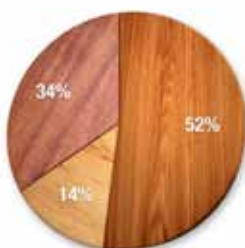
### Age

Less than 35: 20%  
35 to 45: 31%  
45 to 55: 34%  
More than 55: 15%



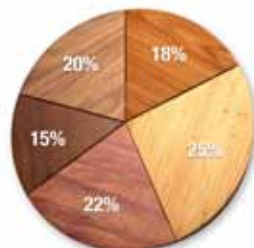
### Company Size

Multinational or large: 52%  
Medium: 34%  
Small: 14%



### Countries of Origin

Eastern Europe: 25%  
Western Europe: 22%  
Spain: 18%  
South America: 15%  
Rest of the World: 20%



# Global Leadership for Women

## Empowering your Effectiveness as a Leader

**Program Overview.** The focus on diverse workforces in global organizations and the drive to establish executive teams that are more gender balanced across levels makes it more important than ever for leaders to broaden, strengthen and adapt their leadership skills. This program is geared toward women in leadership roles who are facing this new environment which requires honing existing skills, identifying new capabilities around motivating diverse multicultural, gender balanced teams, driving change, and communicating with confidence. Fundamental to this is developing a strong set of personal and authentic leadership values in order to succeed in this evolving business environment.

What are the opportunities associated with diverse workforce and how can female executives take advantage of them? Women leading a diverse workforce with high degrees of responsibility need to move away from the traditional face-to-face and direct supervision to alternative forms of motivation based on followers' need for flexibility, identity and excellence. When it comes to global leadership it is not the formal structure that makes a difference, it is the leader who is in direct contact with the people, the teams that make up the organization.

This three day Global Leadership for Women Program will help talented female executives like you lead change, develop and enhance core skills, gain confidence and a greater understanding of leadership communications and personal self awareness around who you stand for as a leader. The program will support you in your quest to empower others to adapt successfully to the changing environment – the program will challenge you to grow through reflection, sharing and experiential learning during the 3 days as well as an opportunity to engage in an ongoing mentoring and accountability program following.

### Program Objectives.

- Facilitate the exploration of your personal leadership behavior and identify opportunities for career and personal development.
- Strengthen your sensitivity in connecting with your direct reports and teams so they are fully engaged and thus excel to their greatest potential.
- Share analytical tools and frameworks to support you in your systematic thinking around leadership at different stages of an organizational pipeline.
- Further develop your communication skills in challenging situations and negotiations so that you can maximize your effectiveness as a leader of your own career and as a leader of a diverse workforce.
- Increase your awareness of the need for flexible leadership needed to manage successfully in a global, highly competitive and changing business environment.
- Acquire greater confidence and understanding of your personal leadership styles, enabling you to lead effectively, responsibly and authentically through various transformations.

### Program Content.

#### Responsible Leadership for Leading Organizational Change in a Global Business

- Challenges and opportunities of female executives leading strategic transformations.
- Emotional engagement: Articulating a vision that is meaningful and emotionally uplifting (for self and others).

#### Personal Leadership

- Learning about your preferred and ideal path to success.
- Identifying your leadership resources and developing an action plan.
- How to acquire and build on feedback so that it effectively boosts your leadership capabilities.
- Leverage your leadership resources for personal career and business growth.



### **Sustainable Success and Social Well-Being**

- What is success? The myth of having it all.
- Achieving work-life balance while building social capital in stages.
- Organizational responsiveness to work-family issues.
- Creating competitive advantage through flexibility and leadership adaptation.

### **Emotional Leadership**

- Emotional intelligence and emotional competence - Enhancing EQ and “right brain” perception.
- *Theory U* – Open mind, open heart, open will.
- Personal mastery - The habits and practices of highly creative people.
- From Illness to Wellness - Dealing with self-interest and greed.

### **Leading Effectively and Responsibly in Complex 21st Century Organizations**

- Progressing up the Leadership Pipeline – Key Skills, Values, Time Management across cultures.
- Leadership Communication – Difficult and courageous conversations that we all face daily.
- Adjusting your social capital according to career and personal choices, and stages.

### **Cultural Intelligence for Working Across Borders**

- What is Culture?
- Personal attributes of a successful cross cultural manager.
- Introduction to cross culture tools such as WORLDPRISM™ to help leverage similarities and differences.
- Creating competitive advantage across diverse, cross culture teams.



**MARGARITA MAYO**

**MARIJO BOS**

**GAUDENZ ASSENZA**

### **Faculty**

At our Global Leadership for Women Program, you will interact with both academic experts who are skilled educators, groundbreaking researchers, and award winning authors, as well as international business and field based leadership and organizational professionals.

#### **MARGARITA MAYO Professor of Organizational Behavior and Co-director of Leadership Chair, IE Business School**

- Ph.D. in Organizational Behavior, University of New York at Buffalo.
- Master of Arts (MA) in Social Psychology, Clark University.
- B.A in Psychology, Universidad Autónoma, Madrid.
- Fulbright Scholar, Harvard University.

#### **MARIJO BOS. Visiting Professor for career management, mentoring and career transformation, IE Business School**

- Managing Director, Bos Advisors (leadership and high performance teams).
- Experience in business with top service and entrepreneurial organizations focused on Media and Entertainment and Executive leadership; delivered program in more than 25 countries.
- President, EPWN (European Professional Women’s Network), an 18 city dynamic online and community of networks.
- Published articles and contribute to books on the topics of career management, networking, women on boards, the power of mentoring, executive leadership and career management.

#### **GAUDENZ ASSENZA. Visiting Professor teaching courses on innovation, life design and career management, IE School of Arts and Humanities**

- Head, School for Transformative Leadership, UP Olomouc.
- Founder, University for the Future.
- Doctorate, University of Oxford (St. Antony’s College).
- Masters, Harvard University (John F. Kennedy School of Government).

**PROGRAM DATES**  
18, 19, 20 May 2011

**PROGRAM LOCATION**  
Madrid, Spain

**PROGRAM FEE**  
€ 3,900

## LEARNING MODEL

This international skill development program has been designed to push participants beyond simply acquiring new knowledge and skills. This program is built around interactive discussions, case studies and teamwork, all of which are intended to expose participants to the frameworks and tools they will need to succeed in an international and competitive business environment.

This program also attracts a highly diverse and qualified audience that spans a wide range of business titles and functions. The resulting input of backgrounds and cultures allows participants to learn from different perspectives and techniques, building upon the experience and expertise of one another.

In order to continue networking and sharing with fellow participants after their experience in Madrid and at IE, we will launch a virtual online campus which will allow executives to reconnect, recharge and recommit to their strategic and personal development plan.



## SKILLS TRACK

CHANGE MANAGEMENT WORKSHOP

COACHING FOR RESULTS

EXECUTIVE NEGOTIATION WORKSHOP

FINANCE AND ACCOUNTING WORKSHOP FOR NON-FINANCIAL MANAGERS

GLOBAL LEADERSHIP FOR WOMEN

INNOVATIVE LEADERSHIP

LEADING TEAMS

MAKING STRATEGIC DECISIONS IN UNCERTAIN TIMES

## Skills Track

Agreements are available both for a single individual or group of executives from the same firm who wish to combine two or more programs from any track.

## INTERNATIONAL EXECUTIVE PROGRAMS

ACADEMIC YEAR 2011

### SKILLS TRACK

- Finance and Accounting Workshop for Non-Financial Managers.- March 2011/ October 2011
- Making Strategic Decisions in Uncertain Times.- March 2011 / October 2011
- Change Management Workshop.- April 2011/ December 2011
- Innovative Leadership.- April 2011 / October 2011
- Global Leadership for Women.- May 2011 / November 2011
- Leading Multi-Cultural Teams – May 2011
- Coaching for Results.- June 2011 / November 2011
- Executive Negotiation Workshop.- June 2011 / October 2011

### FINANCE TRACK

- Corporate Finance.- May 2011/ October 2011
- Capital Markets.- May 2011 / November 2011
- Cross-Border Mergers & Acquisitions.- June 2011/ November 2011

### MARKETING TRACK

- The Strategy and Tactics of Pricing.- March 2011/ November 2011
- Effective Key Account Management.- March 2011/ October 2011
- Marketing Strategy in Business Markets.- May 2011/ December 2011
- Building a Customer-Centric Organization.- June 2011/ October 2011
- Strategic Brand Management.- November 2011

### OPERATIONS TRACK

- Creating Strategic Advantage through Business Process Excellence.- March 2011
- Global Supply-Chain Management.- March 2011/ November 2011
- Project-Driven Organizations.- May 2011/ November 2011

### SECTORIAL TRACK

- Challenges and Opportunities for a New Telco and Media Industry.- March 2011

### GENERAL MANAGEMENT TRACK

- High Potential Leaders Program.- May/June 2011

# Admission

## APPLICATION PROCESS

Candidates may apply online at [www.execed.ie.edu](http://www.execed.ie.edu) or send the application form that accompanies this information by e-mail to: [Melissa.Rodriguez@ie.edu](mailto:Melissa.Rodriguez@ie.edu) or fax to: +34 91 563 2632.

## PROGRAM DATES AND FEES

### Global Leadership for Women

Program Dates: 18, 19 and 20 of May 2011

Fee: 3.900 €



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## FOR FURTHER INFORMATION, please contact:

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