

Dates

May 17 - 21, 2010

Application Deadline

April 5, 2010

Tuition

\$9,200 USD

Price subject to change

Tuition includes accommodations, meals, and materials.

EXECUTIVE PROGRAM FOR WOMEN LEADERS

In facing the challenges of managing their careers to maximize professional and personal goals, women often struggle with how to develop their own leadership styles and effectively enhance their power and status within an organization. To reach the highest levels of management, it is essential for women to recognize, understand, and transform common business challenges into career-building opportunities.

Through a rigorous combination of lectures, interactive exercises, and leadership diagnostics, this unique forum allows women executives to explore frameworks and tactics to achieve their goals in dynamic work environments.

KEY TAKEAWAYS

- Knowledge of the dynamics involved in successful negotiation and the skills to develop expertise as a negotiator
- Ability to optimize team effectiveness through analyzing team composition, leveraging information sharing, and resolving leadership issues
- Skills to interpret the subtle messages of power, identify and understand management styles and their organizational impact, and manage meetings involving many individuals with different goals and agendas
- A deeper understanding of social networks and techniques to influence individuals and groups

CONTENT OVERVIEW

Taught by the world's leading professors in business, the Executive Program for Women Leaders confronts the critical areas of negotiation, team effectiveness, power and relationships, social networks and influence, and communication, and empowers participants with the latest techniques to navigate these complex management issues.

HIGHLIGHTED SESSIONS

Influencing Without Authority: The One to the Many

Learn the importance of influencing small groups, particularly with little or no authority. Participants will analyze effective influence tactics and develop multiple perspectives on how to gain influence through dynamic interactions with others.

Leadership Communications

As a leader, you spend the majority of your time communicating with others—team members, subordinates, clients, and public constituents. You probably don't spend much time thinking about the way you communicate, nor are you likely, in the corporate setting, to get honest feedback on the messages you send. Yet the quality of your communications largely determines your effectiveness. This session will help you appreciate the nature and complexity of communication and provide guidelines for both improving your own communication style and recognizing the unique styles of others.

Building Alliances

Building strong alliances is critical for today's leader particularly when the formation and implementation of new strategies depend on allies who may not be subordinates and who may even seem like natural adversaries. Ultimately, alliances are based on trust and reciprocity.

WHO SHOULD ATTEND

Designed for functional managers who aspire to positions of greater influence and authority in their organizations as well as those identified as high-potential talent by their organizations, this program offers an excellent development opportunity for women eight to 12 years into their careers. New mid-level and senior-level managers leading teams with direct reports will also benefit from this course, as well as women entrepreneurs and women business owners.

www.gsb.stanford.edu/exed/epwl



SAMPLE DAILY SCHEDULE

- ⌚ **Breakfast**
Full breakfast at Schwab Residential Center
- ⌚ **Morning Session I**
Women and Leadership
- ⌚ **Morning Session II**
The Experience of Power
- ⌚ **Morning Session III**
Dominance and Complementarity in Social Relations
- ⌚ **Lunch**
Buffet lunch with optional patio dining
- ⌚ **Afternoon Session I**
Power and Relationships
- ⌚ **Afternoon Session II**
Negotiation exercise and debrief
- ⌚ **Dinner**
Cocktail reception followed by a served dinner
- ⌚ **Evening**
Guest speaker

"This program has been an incredible, transformative experience. The world-class faculty, research-driven curriculum, and interactive, hands-on approach have given me tremendous new insights into effective management."

* CLARA SHIH / DIRECTOR / SALESFORCE.COM

FACULTY DIRECTORS



Margaret A. Neale, the John G. McCoy-Banc One Corporation Professor of Organizations and Dispute Resolution, and Graduate School of Business Trust Faculty Fellow for 2009-2010,

is known worldwide for research into distributed team and learning environments. Her research interests include decision making, distributed collaboration, team-based learning, negotiation, and team performance. In addition to her teaching and research activities, Professor Neale has conducted executive seminars and management development programs in the United States, United Kingdom, Australia, Netherlands, Switzerland, Thailand, France, Canada, Nicaragua, People's Republic of China, Hong Kong, United Arab Emirates, Mexico, Israel, and Jamaica for public agencies, city governments, health care and trade associations, universities, small businesses, and Fortune 500 corporations in the area of negotiation skills, managerial decision making, managing teams, and workforce diversity.



Deborah H. Gruenfeld, the Moghadam Family Professor of Leadership and Organizational Behavior, is a social psychologist whose research shows how social structure affects the working of the mind. Her current research examines the psychological consequences of having power, which include an action orientation, the tendency to objectify others, effects on ideological beliefs, and disinhibited behavior. Professor Gruenfeld also has studied group decision making and has written about the effects of majority and minority status on reasoning by members of the U.S. Supreme Court, and how newcomers and minority members affect generation, sharing, and adoption of new ideas in small groups.

OTHER STANFORD BUSINESS SCHOOL FACULTY

Francis J. Flynn

Associate Professor of Organizational Behavior; Director of the Center for Leadership Development and Research

Sarah A. Soule

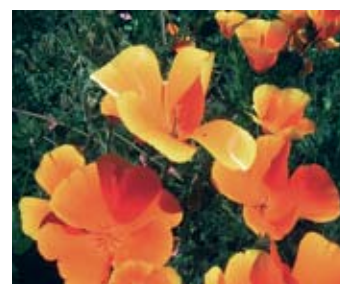
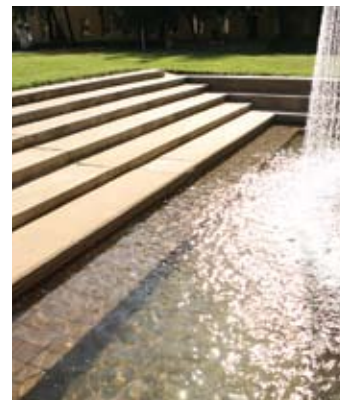
Morrgridge Professor of Organizational Behavior; Professor of Sociology (by courtesy), School of Humanities and Sciences

WHY STANFORD?

The Executive Education programs at the Stanford Graduate School of Business propel individual careers and deliver lasting value to organizations that sponsor participants. From open enrollment offerings to customized learning experiences, we continue to transform today's executives into tomorrow's innovative global business leaders.

Over its nearly 80-year history, the Stanford Graduate School of Business has earned a reputation as a global leader in management education. Our faculty, which includes three Nobel laureates, distinguishes itself by focusing on world-class business research and engaging teaching. At the same time, our 30,000+ alumni and former executive program participants lead some of the world's most prominent and promising organizations, from Global 500 businesses to forward-thinking nonprofit enterprises to pioneering startups.

Stanford's unique environment creates an executive learning experience unlike any other. The School's global reputation draws a geographically diverse participant population from countries throughout the world. From the Ricardo Legorreta-designed Schwab Residential Center to the graceful, Spanish-inspired architecture, Stanford's beautiful campus and temperate climate serve as the perfect setting for executives looking to detach, reflect, and recharge. In addition, Stanford's location in the heart of Silicon Valley immerses participants in a legendary culture of innovation. In the words of a past executive participant, "Stanford is a place of non-stop learning."



TYPICAL PARTICIPANT MIX

Industry

27%	Computers, Software
18%	Finance
12%	Health Care, Pharmaceuticals
10%	Manufacturing
7%	Retail, Wholesale
5%	Government
5%	Real Estate
5%	Telecommunications, Information Services
3%	Advertising, Marketing
2%	Education
2%	Legal
2%	Petroleum, Oil, Gas
2%	Private Foundation

Geographic Origin

74%	United States
11%	Europe
6%	Canada
5%	Asia Pacific
4%	Middle East, Africa

Job Function

54%	General Management
10%	Finance, Accounting
10%	Research, Development
7%	Human Resources
7%	Information Technology
7%	Operations, Production
5%	Sales, Marketing



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