

# WOMEN AS LEADERS

**BUILDING LEADERSHIP SKILLS IN  
WOMEN WHO ASPIRE TO REACH  
THE TOP**



Transforming  
knowledge  
into action

# WOMEN AS LEADERS

[www.cranfield.ac.uk/som/wal](http://www.cranfield.ac.uk/som/wal)

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For experienced women professionals, managers and directors who want to accelerate their careers

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Here at Cranfield School of Management we are committed to helping organisations to develop the next generation of leaders from the widest possible pool of talent.

Cranfield has 25 years of research into women's leadership and this programme draws on this expertise. The programme directors currently work internationally with clients who want to use the latest thinking on leadership practices in their senior roles. This combination of expertise offers participants an opportunity to identify their development steps and leadership profile, based on their personal aspirations and life balance.

Through our International Centre for Women Leaders, Cranfield researches management development and gender diversity at senior leadership levels. From this research, it is clear that women face a number of disadvantages in trying to reach senior executive positions. That is why we have developed a leadership programme specifically for women who are ambitious. Our aim is to help you identify your ambitions and how to achieve them.

## DELEGATES FROM THE FOLLOWING ORGANISATIONS HAVE ATTENDED THE PROGRAMME:

Marks & Spencer PLC

Pepsico International

Deloitte

The Open University

NHS

Visa Europe

Royal Bank of Scotland PLC

Google

## “ MY CRANFIELD EXPERIENCE

*"I think where this programme really succeeds is that it gives you the conviction to progress into a senior leadership role. I would very much recommend it to women who have management leadership capability but are failing to execute this to the best of their ability. This course helps you understand how to be a better leader by being yourself."*

### **JANE CHAFER**

DIRECTOR OF STUDENT RECRUITMENT,  
ADMISSIONS AND MARKETING  
**UNIVERSITY OF SHEFFIELD**



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## WHAT IS IT ABOUT?

This programme will: help you to think positively about developing leadership practices that are best fitted to your context; help you develop leadership practices that fit with your personal values and preferences; help you work with the political landscape in which senior leadership roles are embedded. It will provide you with the knowledge and mindset to overcome the barriers to further success and to increase your promotional opportunities.

Women as Leaders integrates leading edge research on leadership with participants' personal experiences to provide practical learning about leadership and how to navigate your way in complex executive roles.

## WHAT WILL I GET OUT OF IT?

- A clearer understanding of the challenges facing women leaders when taking up senior positions
- An opportunity to step back and consider what you need to do to ensure your leadership practice is tailored to your organisation and to your personal context, including an appraisal of what is important for you in your life and career at this time
- Learning about the latest thinking in leadership and engaging in group discussions, co- counselling sessions and facilitation groups to address your challenges using practical frameworks
- Feedback on your strategic leadership preferences
- A unique opportunity to differentiate gender issues and organisational issues in your context through working with a group of women leaders experiencing similar challenges –where do we as women need to change and what needs to change in organisation practices and culture for women to advance –what are our roles as senior leaders in developing the widest possible talent pool
- Help on how to navigate an organisational culture where gender is often a challenge
- Access to an elite network of female professionals to work with in the future.

## “ MY CRANFIELD EXPERIENCE

*“Cranfield was a huge breath of fresh air for me. I came away confident that it was most important to be authentic and be myself and not try to become someone different in order to lead at a senior level. I gained much more confidence in my leadership abilities but also recognised that I needed to be rather more flexible in how I approached my colleagues so that they were comfortable too. It was also an excellent opportunity to take stock.”*

### **KATHRYN BRITTEN**

HEAD OF FORENSIC ACCOUNTING,  
**BDO STOY HAYWARD**

## WHAT WILL MY ORGANISATION GET OUT OF IT?

**Your organisation will gain an employee who is:**

- Able to articulate her unique contributions as a leader and act on these
- More able to deal with the cross organisational currents in play at the strategic level
- Committed to a plan of action to advance her career

## PROGRAMME DESIGN

Women as Leaders is directed by Cranfield leadership experts who have worked with women's leadership development since the early days of this field. They also work with a range of Cranfield's leadership programmes and are deeply immersed in our clients' leadership challenges and current thinking. They will bring this knowledge to the programme. In addition, a leading national coach in the theatre will work with participants to develop leadership presence. Presence helps others to perceive you as authoritative and place their confidence in your leadership capability.

During the programme we will use short inputs to offer practical models and frameworks, space for reflection, small group work and plenary discussions. The confidential setting away from day to day distractions enables you to develop strategies which you can use immediately following the programme and for the future.

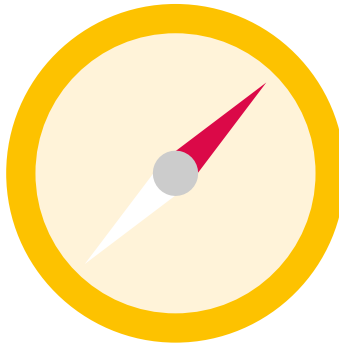
It will provide you with the knowledge and attitudes to overcome the barriers and help you to develop winning strategies that will increase your promotional opportunities. The programme integrates leading edge research with participants' personal experiences to provide practical learning about leadership and how to navigate your organisation to achieve your goals.

## “ MY CRANFIELD EXPERIENCE

*"I would recommend the course to any high potential women who want to step back and take a finer grasp on strategically planning their career. The course is extremely valuable for that as well as being a great way to start building a network among other women managers."*

### **FLEUR BOTHWICK**

HEAD OF DIVERSITY AND INCLUSIVENESS,  
**ERNST AND YOUNG**



## **FIND THE RIGHT PATH**

# WOMEN AS LEADERS

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## PROGRAMME CONTENT

During the programme you will have the opportunity to mix with other women leaders and develop your strategic leadership skills.

- Doing leadership differently as a woman; the new leadership landscape
- Your aspirations and values as a leader
- Navigating in a male dominated organisation
- Political skills and networking in organisations
- Increasing personal presence
- Identifying personal career aspirations and success factors
- Creating and maintaining resilience and well-being as a female leader.

### DAY ONE

- The leadership challenges facing participants at work
- Reflecting on our lives and how they have shaped our careers
- Doing leadership differently – the new leadership landscape and how women may embrace this
- Leadership personal report

### DAY TWO

- Live leadership issues
- Organisational politics
- Leadership presence

### DAY THREE

- Career strategies and success factors
- Strategies for moving forward with leadership aspirations
- Work life integration
- Action plans

## WHO IS IT FOR?

Experienced women managers and professionals from both public and private sectors who are striving to reach top leadership positions and are poised to do so.

## PROGRAMME DETAILS

**Visit:** [www.cranfield.ac.uk/som/wal](http://www.cranfield.ac.uk/som/wal)

**Contact:** Mary Mills, Business Director  
E: [m.k.mills@cranfield.ac.uk](mailto:m.k.mills@cranfield.ac.uk)  
T: +44 (0) 1234 754502

**Faculty:** Dr Kim Turnbull James,  
Professor of Leadership and  
Executive Learning

Dr Hilary Harris, Executive  
Development Director

**Duration:** 2.5 days, residential

# CRANFIELD MANAGEMENT DEVELOPMENT CENTRE

**The Women as Leaders programme is held twice a year at the Cranfield Management Development Centre (CMDC). Full board accommodation (if required) and all sessions are usually held in this conference centre which has an established reputation for being one of the best centres in the country.**

Located in a rural setting on the Bedfordshire/Buckinghamshire border, CMDC is conveniently situated to the M1 motorway, railway stations and major airports. We even have an airport on site!

## TAKING CARE OF YOUR EVERY NEED

We understand that development doesn't only happen in the lecture room. That is why the CMDC provides inviting lounge areas where you can network with your colleagues, restaurants that allow conversation to flow easily as you enjoy the excellent cuisine, and fitness facilities including a swimming pool, sauna and exercise room, to relax and invigorate you at the end of the day.

## A HOME FROM HOME

After a hard day's learning, lie back and relax in one of the 186 modern en-suite bedrooms, all of which are designed to make you feel at home. The amenities include free broadband access, freeview television, a great working area with appropriate light and desk space and a music centre to help you unwind.



### Our residential Open Programme fees include

tuition, course materials, full board accommodation and lifelong access to The Cranfield School of Management Alumni Network.



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THE MOST VALUABLE AND INSPIRING COURSE  
I HAVE TAKEN IN RECENT YEARS. IN DEPTH  
SELF-ANALYSIS AND ACTION PLANS THAT ARE  
RELEVANT TO WOMEN IN THE WORKPLACE...  
THE VALUE OF AN EXTERNAL COURSE RUN BY  
REPUTABLE AND EXPERIENCED ACADEMICS  
IS NOW APPARENT TO ME. I HAVE LEARNT SO  
MUCH IN THE PAST 2.5 DAYS.

FIONA RYAN  
SENIOR INSIDE SALES EXECUTIVE  
Google Ireland

**YOUR CRANFIELD  
EXPERIENCE STARTS HERE**

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