Is your organization advancing women leaders?

Develop your high-potential women leaders through:

- A self-assessment that identifies growth opportunities
- Focused learning sessions to develop competencies that drive results
- Learning teams and a peer coaching process that drives change
- Keynote speakers that inspire action and frame the learning experience
- A Year of Learning™ that provides continuous enrichment and development
The Need

Women are not advancing into leadership roles fast enough to meet the current and future needs of organizations. Women represent a significant pool of brain power for companies that when tapped, improves company performance. In addition, companies that have the highest representation of women in top management have a 35% higher Return on Equity and a 34% higher Total Return to Shareholders than companies with the lowest representation.

Smart organizations recognize that to be successful they need an adequate supply of highly skilled, experienced women advancing into leadership roles.

The Solution

Over the past two decades, Linkage has committed millions of dollars to the research and advancement of women leaders. This research indicates that the following four components accelerate advancement:

- Development of Critical Competencies—There are critical competencies that enable leaders to drive results; capabilities women leaders need to accelerate in organizations today
- The Power of Multiples—When organizations invest in developing multiple high-potential women, the speed of succession of women leaders in the organization increases
- Coaching and Connection—At the heart of learning is connection — connecting with others by giving what we have to share and learning what others have to give
- The Value of Continuous Learning—Ongoing learning connected to development planning creates faster results

2 Catalyst, The Bottom Line: Connecting Corporate Performance and Gender Diversity, August 2004
Why Attend?

Linkage’s Women in Leadership Institute™ is a high-impact learning experience that accelerates the succession of women leaders.

Individual Benefits

- Receive in-depth training on the competencies required to drive results
- Re-energize your passion by learning from world-class keynote faculty and leading practitioners
- Expand your professional network and share best practices with peers
- Receive continuous support and learning through Linkage’s Year of Learning™ program, which includes a monthly e-newsletter, webinars, on-demand thought leader broadcasts, and access to the Linkage Women’s Network™
- Improve your ability to recognize opportunities to develop other women leaders in your organization

Organizational Benefits

- Develop the competencies needed to create, sustain, and drive women leadership initiatives
- Utilize the Institute as a strategic platform for developing your women leaders by building a network and sharing best practices with other organizations which are also focused on accelerating women leaders
- Improve business acumen and link women leadership initiatives with organization-wide business goals
- Recognize and reward your high-potential women leaders with a unique professional development opportunity

Who Should Attend?

The Institute is designed for high-potential emerging women leaders from all levels, who want to quickly accelerate their leadership. Past attendee titles include: CEO, President, Senior Vice President, Vice President, Director, Manager, and individual contributors at organizations of various sizes. The Institute attracts Fortune 1000 companies, non-profits, and government agencies globally.
The *Accelerated Leadership Development Model™* is the foundation for the Institute’s curriculum. The model is based on Linkage’s research of the key competencies and skills leaders need to drive results at all levels in an organization.

### The Institute Blended Experience Approach

- **The *Accelerated Leadership Development Assessment™***—The assessment provides participants with a way to assess their leadership before they arrive on-site. The assessment sets the framework for the Institute and provides participants with an understanding of their individual strengths and challenge areas.

- **World-Class Faculty**—The world-class keynote faculty and thought leaders provide participants with inspiration to energize, and motivate, while focusing on a specific critical competency.

- **Competency-Based Learning Sessions**—Participants engage in learning sessions on critical competencies that are needed to accelerate development. Each session has been selected based on its alignment with the competencies in Linkage’s *Accelerated Leadership Development Model™*.

- **Learning Teams**—Learning teams are facilitator-led peer teams of 15-20 participants that gather each day to reflect on and share what they have learned and apply it to their development.

- **Peer Coaching**—Participants are paired with a peer coach on-site to interpret assessment results, craft an individual development plan, and build a relationship that will help them monitor progress and hold each other accountable throughout the following year.

- **Continuous Development**—The *Year of Learning™* is an easy and effective way for leaders to continue their learning after the Institute. The *Year of Learning™* includes monthly e-newsletters, access to the *Linkage Women’s Network™*, and either a learning webinar or a thought leader broadcast from Linkage’s *Thought Leader Series* each month.
The Year of Learning™

The Year of Learning™ takes place in the Linkage Women’s Network™. This is an online environment for Institute Alumnae to share learning from the Institute, download articles and materials, and learn about upcoming development opportunities. It includes:

Thought Leader Broadcasts:
The Thought Leader Series broadcasts feature today’s world-renowned business leaders. These 90-minute, on-demand presentations on management and leadership topics include support materials and complement existing development initiatives. The speaker line-up aligns with competencies addressed at the Institute including:

- Authentic Self Leadership
  Betsy Myers, advisor to Barack Obama’s Presidential Campaign on Authentic Leadership: How You Can Take the Lead

- Driving Results
  Marilyn Tam, best-selling author and global leadership expert on How to Use What You’ve Got to Get What You Want

- Creating the Future
  Warren Bennis, the world’s foremost authority on leadership on The Most-Common and Often Fatal Flaws of Leadership

- Communication
  Nick Washienko, leading expert on executive communication on Effective Leadership Communication

- Conflict Resolution
  Michael Roberto, professor and author of Know What You Don’t Know on How Great Leaders Prevent Problems Before They Happen

- Coaching for Development
  Pat Mitchell, President and Chief Executive Officer of PBS on Leader as Mentor

Developmental Webinars:
Focused on a specific competency from the Accelerated Leadership Development Model™, the developmental webinars are designed to support Institute Alumnae in their ongoing leadership development work. These sessions are also an opportunity to share ideas and solutions with peers and colleagues in an exclusive and informal learning environment.

Monthly e-Newsletter:
Each month, participants receive The Committed Leader, an e-newsletter for Institute Alumnae which sets the framework for learning and includes articles, resources, tools, and tips on how to further develop key leadership competencies.

“The Year of Learning™ has been fantastic. It has created and fostered a way for development and peer learning to continue while giving us the gift of access to thoughtful, well renowned speakers/authors on relevant and meaningful topics.”

—Melissa Master-Holder, Vice President, Learning and Development, LPL Financial
Dr. Brené Brown
On Influencing with Impact

Dr. Brené Brown is a professor and vulnerability researcher at the University of Houston Graduate College of Social Work. An award-winning teacher and speaker, she is the author of The Gifts of Imperfection, I Thought it Was Just Me (but it isn’t) and the forthcoming book Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead.

Dr. Brown’s ground-breaking work has been featured on PBS, NPR, and the Oprah and Friends Radio Network, and her articles have appeared in Self, Elle, and many national newspapers. She is also a frequent guest on radio shows across the US and has enjoyed stunning success with her recent TED talks on vulnerability and shame research, which have been viewed by over 6 million people.

Dr. Sylvia Ann Hewlett
On Creating the Future (Vision)

Dr. Sylvia Ann Hewlett is an economist and the founding president of the Center for Talent Innovation (formerly the Center for Work-Life Policy), a non-profit think tank where she chairs the “Task Force for Talent Innovation”, a task force of 72 global companies committed to global talent innovation. She also directs the Gender and Policy Program at the School of International and Public Affairs at Columbia University. Dr. Hewlett is a member of the Council on Foreign Relations and the World Economic Forum Council on Women’s Empowerment.

Dr. Hewlett is the author of Off-Ramps and On-Ramps and Winning the War for Talent in Emerging Markets: Why Women Are the Solution. She is a frequent guest on television, with past appearances on Oprah, Newshour with Jim Lehrer, Charlie Rose, The Today Show and CNN Headline News.

Sheila Johnson
On Leading Change

As a Founding Partner of BET, Sheila Johnson is a pioneer and creator of modern television and award-winning programming. After founding BET, Ms. Johnson served as Vice Chairman of Monumental Sports & Entertainment and President and Managing Partner of the WNBA's Washington Mystics. She is the first African-American woman to have a stake in three professional sports teams including the Washington Wizards (NBA), the Washington Mystics (WNBA), and the Washington Capitals (NHL).

In addition to her business experience and leadership in the public sector, Ms. Johnson was named global ambassador for CARE in 2006, a leading-aid organization fighting global poverty by empowering women.
Jamil Mahuad is former President of Ecuador and a contributing author of Beyond Reason: Using Emotions as You Negotiate. As President of Ecuador, Mr. Mahuad ended the longest-standing international military conflict in the Western Hemisphere and signed a definitive Peace Treaty with neighboring country Peru.

As a visiting lecturer at Harvard Law School, Mr. Mahuad teaches essential conflict management skills to executives around the world. His unique approach includes the theories of negotiation included in Getting to Yes: Negotiating Agreement Without Giving In as well as in powerful stories from his presidency.

Roger Nierenberg has emerged as a creative force for innovation in the presentation of symphonic music. Mr. Nierenberg has guest conducted many of America’s most distinguished orchestras and opera companies including the Detroit Symphony, St. Louis Symphony, Baltimore Symphony, Indianapolis Symphony, and the Atlanta Symphony Orchestra.

Mr. Nierenberg is also the creator of the highly successful experiential learning event, The Music Paradigm, in which an orchestra is used as a metaphor for any dynamic organization. The Music Paradigm provides a creative framework for rethinking leadership style, philosophies, teamwork, and effectiveness.

Tan Sri Datuk (Dr.) Rafiah Salim is the Non-Executive Director of NAM Institute for the Empowerment of Women (NIEW), an agency under the Ministry of Women, Family and Community Development.

Prior to her leadership at NIEW, Dr. Salim served as Assistant Secretary General for Human Resource Management at the United Nations, New York. She was also the first female Vice Chancellor of the University of Malaya in Malaysia. Given her outstanding accomplishments as a leader, we are delighted to honor her with this year’s Frances Hesselbein Excellence in Leadership Award.
Negotiating
The competency of communicating and relating to a broad range of people internally and externally and using that ability to arrive at and reach understandings and agreements.

In this session, you will learn:
• How to conduct negotiations in a way that builds healthy and productive internal and external relationships
• Strategies for negotiating up and dealing with senior decision makers and influencers
• Tools to prepare, conduct, and analyze negotiation results so that you can continuously improve

Irma Tyler-Wood
As a founding member of Ki Thoughtbridge, Ms. Tyler-Wood consults with clients to prepare their teams for complex, high-stakes negotiations. She is the co-author of Expand the Pie: How to Create More Value in Any Negotiation.

Leading Change
The competency of understanding and using the most effective tools and processes to motivate others to drive needed change.

In this session, you will learn:
• How to create and communicate a compelling value proposition for winning the hearts and minds of constituents
• Skills for influencing without authority
• Conversational tools for accelerating progress and removing resistance to change

Rayona Sharpnack
As the Founder and CEO of the Institute for Women’s Leadership, Ms. Sharpnack has 25 years of organizational change expertise on projects within Fortune 100 companies, federal governments, and global not-for-profit enterprises. Ms. Sharpnack is author of Trade Up: 5 Steps for Redesigning Your Leadership and Life from the Inside Out!

Authentic Self Leadership
The competency of understanding oneself in order to have the courage to live your leadership vision with integrity, honesty, and authenticity.

In this session, you will learn:
• Essential elements of authentic self leadership
• Key insights from life experiences that define who you are as a leader
• The impact of stepping into your authentic leadership

Nick Craig
Mr. Craig has over 20 years of experience helping leaders create a strong culture of execution balanced with high integrity, congruency, and authenticity. Mr. Craig co-authored Finding Your True North and founded the Authentic Leadership Institute (ALI).

Laura Stone
As a Managing Partner at the Authentic Leadership Institute (ALI), Ms. Stone has experience consulting with Fortune 500 companies to help top leaders deal with social and organizational challenges. Ms. Stone has been featured in Harvard Management Update.
Coaching for Development

The competency of mastering a comfortable coaching style and using it strategically to improve performance and inspire others.

In this session, you will learn:

- A career development model to help employees self-direct their careers
- How to conduct development coaching conversations using specific questions and focused inquiry
- How to apply the essentials of career development to your own goals and plans

Beverly Kaye
As a founder and CEO of Career Systems International (CSI), Ms. Kaye works with Fortune 500 clients to invent, create, and design systems and strategies in development, engagement, and retention. A renowned author, her newest book Help Them Grow or Watch Them Go will be published in September 2012.

Communication

The competency of communicating with influence and impact, relating to a broad range of people internally and externally in order to provide understanding and direction.

In this session, you will learn:

- How to master a distinctive communication style
- How to facilitate powerful conversations to gain commitment
- How to overcome communication barriers to increase trust and bridge differences in the workplace

Mitchell Nash
As Regional Vice President of Linkage, Mr. Nash works with leaders and leadership teams to increase results. Prior to joining Linkage, Mr. Nash was a Director with Communispace, a company implementing new web-based collaboration technology and services.

Liz Serio
As a Senior Consultant and Coach at Linkage, Ms. Serio partners with clients to refine business strategy and align their talent management efforts. Before joining Linkage, Ms. Serio was with the Brookside Group, where she led project teams to design and implement a variety of programs for clients worldwide.
# INSTITUTE OVERVIEW

## Wednesday, November 7th

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>7:30–8:30 AM</td>
<td>Registration</td>
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<tr>
<td>8:30–9:00 AM</td>
<td>Welcome and Opening Remarks - Susan Brady &amp; Madelyn Yucht</td>
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<tr>
<td>9:00–10:00 AM</td>
<td><strong>Keynote Address: Dr. Brené Brown on Influencing with Impact</strong></td>
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<tr>
<td><strong>Competency-Based Learning Sessions</strong></td>
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<tr>
<td>10:30 AM–12:30 PM</td>
<td>Negotiating, Leading Change, Authentic Self Leadership, Coaching for Development, Communication</td>
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<tr>
<td>12:30–1:30 PM</td>
<td>Lunch</td>
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<tr>
<td>1:30–3:30 PM</td>
<td>Negotiating, Leading Change, Authentic Self Leadership, Coaching for Development, Communication</td>
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<tr>
<td>4:00–5:00 PM</td>
<td><strong>Keynote Address: Roger Nierenberg on Driving Results</strong></td>
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<tr>
<td>5:00–7:00 PM</td>
<td>Learning teams and peer coaching</td>
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<tr>
<td>7:00–8:00 PM</td>
<td>Networking reception</td>
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## Thursday, November 8th

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>7:00–8:00 AM</td>
<td>Breakfast</td>
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<tr>
<td>8:00–9:30 AM</td>
<td><strong>Keynote Address: Jamil Mahuad on Conflict Resolution</strong></td>
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<tr>
<td>9:30–11:30 AM</td>
<td>Negotiating, Leading Change, Authentic Self Leadership, Coaching for Development, Communication</td>
</tr>
<tr>
<td>12:00–12:45 PM</td>
<td>Lunch</td>
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<tr>
<td>1:00–3:00 PM</td>
<td>Negotiating, Leading Change, Authentic Self Leadership, Coaching for Development, Communication</td>
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<tr>
<td>3:00–4:00 PM</td>
<td><strong>Keynote Address: Tan Sri Datuk (Dr.) Rafiah Salim on Strategic Agility</strong></td>
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<tr>
<td>4:00–4:30 PM</td>
<td><strong>Awards Presentation: Frances Hesselbein and Passionate Champions Awards</strong></td>
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<tr>
<td>5:00–6:30 PM</td>
<td>Learning teams and peer coaching</td>
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<tr>
<td>6:30 PM</td>
<td>Dinner with learning teams</td>
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## Friday, November 9th

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>7:00–8:00 AM</td>
<td>Breakfast</td>
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<tr>
<td>8:00–9:00 AM</td>
<td><strong>Keynote Address: Dr. Sylvia Ann Hewlett on Creating the Future (Vision)</strong></td>
</tr>
<tr>
<td>9:30–11:30 AM</td>
<td>Negotiating, Leading Change, Authentic Self Leadership, Coaching for Development, Communication</td>
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<tr>
<td>11:30 AM–12:15 PM</td>
<td>Lunch</td>
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<tr>
<td>12:30–2:30 PM</td>
<td>Learning teams and peer coaching</td>
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<tr>
<td>3:00–4:00 PM</td>
<td><strong>Keynote Address: Sheila Johnson on Leading Change</strong></td>
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Premiere Partners

First American Financial Corporation is a leading provider of title insurance and settlement services to the real estate and mortgage industries. Its affiliated companies also provide title plant management, title and real property data, valuation products and services, home warranty products, property and casualty insurance, and banking and advisory services.

For more than 175 years, McKesson has been a healthcare industry leader, providing pharmaceuticals, medical supplies, information and automation technologies, resources, and connections that improve care quality while reducing healthcare costs. McKesson is ranked 14th on the Fortune 500 list with more than $100 billion in annual revenue.

Toyota Motor Sales (TMS), USA, Inc. is the sales, marketing, distribution, and customer service arm of Toyota in the U.S. Established in 1957, TMS markets products and services through a network of nearly 1,500 Toyota, Lexus, and Scion dealers which sold more than 1.64 million vehicles in 2011. Toyota directly employs over 30,000 people in the U.S. and its investment here is currently valued at more than $18 billion.

Toyota Financial Services (TFS) is the finance and insurance brand for Toyota in the United States, offering retail auto financing and leasing through Toyota Motor Credit Corporation (TMCC) and Toyota Lease Trust, and extended service contracts through Toyota Motor Insurance Services (TMIS). TFS currently employs over 3,300 associates nationwide, and has managed assets totaling $91.7 billion.

Institute Partners

Avis Budget Group operates Avis and Budget, two of the leading global car rental brands, and one of the leading truck rental businesses in the U.S., with more than 10,000 locations in approximately 175 countries. Avis Budget has approximately 28,000 employees and is headquartered in Parsippany, N.J.

Headquartered in Pittsburgh, FedEx Ground is a leading provider in cost-effective, small-package ground shipping, offering dependable business-to-business delivery and convenient residential services. With a network of more than 500 distribution hubs and local pickup-and-delivery stations, FedEx Ground employs approximately 49,000 people.

As the nation’s largest independent broker-dealer, LPL Financial is an enabling partner to more than 12,800 financial advisors and approximately 680 institutions. Through LPL Financial’s proprietary technology and a suite of customized services, they enable their customers to focus on creating personal, long-term client relationships to help turn life’s aspirations into financial realities.

Samsonite, the worldwide leader in superior business bags, luggage, and accessories, combines notable style with the latest design technology and the utmost attention to quality and durability. For more than 100 years, Samsonite has leveraged its designs to create unparalleled products that fulfill the lifestyle needs of the business professional.

Honorary Partner

Established in 1990 as the Peter F. Drucker Foundation for Nonprofit Management, the Frances Hesselbein Leadership Institute furthers its mission to strengthen and inspire the leadership of the social sector and their partners in business and government by connecting the public, private, and social sectors with curated resources and relationships to serve, evolve, and lead together.

Media Partner

Diversity Executive magazine is a trademark of MediaTec Publishing Inc. MediaTec Publishing Inc. is a leading integrated media company serving the human capital, management and workforce development industries. Diversity Executive magazine provides strategies to create a more diverse and inclusive business culture and help leaders leverage diversity for maximum organizational gain, moving the needle beyond awareness into action.
How to Register

☎ 781.402.5555
🌐 www.linkageinc.com/wil

Engagement Options
Organizations use the Institute in a variety of ways: to jump start their women leadership initiatives, to create a customized learning experience on-site, to meet organizational and cultural goals, and to develop a pipeline of women leaders in their organizations. If you are interested in larger organizational initiatives like these, please contact us and request the “Engagement Options” brochure for more details on customized learning programs and exclusive marketing opportunities.

Tuition
Individual: $2,795

Customize Your Team Size:
- 2-5 participants: $2,595/person
- 6-10 participants: $2,395/person
- 11-15 participants: $2,195/person
- 15+ participants: $1,895/person

Hotel Accommodations
The Fairmont San Francisco
950 Mason Street
San Francisco, CA 94108
Phone: 415.772.5000
Website: www.fairmont.com/SanFrancisco

Hotel rooms are not included in the Institute engagement fee. A limited block of rooms is being held at the Fairmont San Francisco at a reduced rate until October 17, 2012. When reserving your room, mention that you are with Linkage’s Women in Leadership Institute™.

Cancellation Policy
A $275 administrative fee will be applied to any cancellation at any time. After October 3, 2012, cancellation of any and all registrations including “no shows”–is subject to the full Institute fee. An organization may substitute one paid participant for another at any time with no additional fees or charges.

Payment Policy
Please make checks payable to Linkage. Full tuition fees must be received in U.S. funds and is due at the time of registration.

Many of you asked us to create a special event just for you – and we did.

Come join us and your fellow 2011 Alumnae for 1 ½ days in San Francisco for the Alumnae Program and:

- Assess your progress from last year’s Institute
- Hear the latest thinking from Dr. Brené Brown
- Work with expert faculty including Former President of Ecuador, Jamil Mahuad and others
- Explore what courageous and authentic self leadership means and how it can drive your leadership development

Alumnae Program (Nov. 7-8) tuition: $1,695/person. Attendance is limited. Call for details.