Women on Boards

Leading the future together

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Women on Boards

Leading the future together

LOCATION
Madrid
ESADE Business School
Executive Education
C/ Mateo Inurria, 25-27
28036 Madrid, Spain

FEES
€4,500
€3,825 Members of ESADE Alumni

Includes tuition fees, teaching materials and catering. Special rates will be applied to those companies that register several participants in the same program or in several programs in the same academic year.

Program dates, fee and faculty are subject to change. ESADE Business School reserves the right to cancel the program if it does not meet the minimum requirements necessary to ensure the success of the program.

MADRID. February 2014

February 3, 4 and 5, 2014
Monday to Wednesday, from 9.00 am to 6.30 pm

FURTHER INFORMATION
For further information, candidates may consult on any matter concerning the program or its admission process and present their application by contacting:

Natalia Pando
natalia.pando@esade.edu
ESADE Business School
Executive Education
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Multiple studies support the necessity to involve more women leaders on boards as a key success factor to improve companies’ performance (Hillman, 2007; Wilson, 2007). Specific policies that encourage and support companies in this process have been issued (EU Corporate Governance Green Paper, 2011).

With the aim of facilitating and fomenting women’s access to corporate boards of directors and convinced that greater parity between genders can lead to improved business results, **ESADE together with the well-known Executive Search and Leadership Development firm Norman Broadbent has designed, a specific executive program for female senior executives**, a program which places emphasis on today’s critical topics and encompasses both the knowledge required to be included in these governing bodies as well as the key competencies required to occupy that position.

Through this program we will also help to better understand how influential women can support and lead change in their careers and in their lives.
Who should attend

The Women on Boards program has been developed for senior executive women seeking to take that extra step on their journey to the boardroom. The program is designed for senior-level women with the business or management experience who seek to position themselves to serve on boards.

Participants should possess the business acumen, perspectives and experience necessary to perform well in a governance role and have a minimum of 15 years’ professional experience.

The program has been specifically designed for:

- Women who aspire to make a significant leap in their professional careers.
- Women who are already members of boards but who wish to refresh their knowledge.
- Companies that wish to stimulate and accelerate the professional careers of their female executives aware of the positive impact these executives can have on their companies’ performance.

Key Benefits

- The program will help participants to understand the key aspects related to board functioning as well as to rise their self-awareness in relation to their own strengths and potential to act as effective board members.
- The participants will be able to know themselves better and also to learn from the benefits of a shared leadership and the feminine leadership styles to maximize women’s contributions to business results.
- The course also will provide participants with the tools, vision and understanding of the wide range of boardroom issues and maximize their credibility and contributions as a board member by providing participants with an in-depth knowledge and understanding of the boards of directors.
- An innovative methodology, combining both case work and theoretical sessions will lay the groundwork for the role play program that will replicate the evolution of board life within the context of a multinational enterprise.
- Improve participants’ self-awareness and self-confidence. Participants will also enjoy a personalized mentoring program that will conclude a few months after the program in order to develop an Individual Action Plan.
- Create an open learning-networking community of men and women that promotes a space in which the selected female participants can be supported at the relational level.
- Create a profile within a free directorship search tool made available to corporations, nominating committees and Norman Broadbent to help them identify and reach out to qualified female board candidates.
Program Content

01 Challenges, next career steps and Key competencies for Women on Boards

This module will explore the challenges and opportunities for Women on Boards.
- **Leadership Styles**: During this module, the results of the different online assessments (Feedback 360° and Leadership Styles) will be presented.
- **Women on Boards: pathways to building a career as a Director**: Acting as Director is a privilege and a responsibility, but more importantly, it is a job with very specific responsibilities and functions. This section examines the role of Director, what it involves, its advantages and drawbacks, the career path towards directorships, and the potential market. Participants are invited to explore a career as a Director, match their profiles against that of the successful Director, and learn how to be considered for these roles.

02 Characteristics of the Most Effective Boards and Board Members

This module will provide an inside look into the world of corporate boards providing a curriculum with the blocks that provide the understanding of:
- Design, composition, structure, duties and powers
- Objectives and the strategic role of the board
- Director profiles, individual roles and responsibilities
- Board preparation
- Exploring critical roles of directors in Crisis Management and Power & Influence
- Corporate responsibilities and duties for Board Members in the European Area from a legal perspective.

03 Breakfast and Networking Lunches with Top Leaders

This program is enriched with the participation of distinguished executives in various companies and/or boards of directors.

04 The mentoring Program

Participants will count on a personalized mentoring program that will conclude a few months after the program in order to develop an Individual Action Plan.

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<td>Welcome Session</td>
<td>Breakfast with Leaders: European Board Member</td>
<td>Breakfast with Leaders: “Women at the top: the debate in the UE”</td>
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<td>Leadership styles: differences and similarities between and women and men’s leadership. What and how can we learn from each other?</td>
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<td>The Board of Directors: Composition, Structure, Duties and Powers</td>
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<td>Group Assignments (Role-Play)</td>
<td>Closing Session with the Managing Director at ESADE. “Challenges and opportunities for Women on Boards: Leading the Future together” &amp; Graduation Ceremony and Dinner</td>
<td>Personalized Executive Mentoring sessions</td>
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**Learning Model**

ESADE’s teaching methodology is based on a combination of various tools designed to encourage an active learning process amongst executives and a work method to help them in decision-making processes.

**IN-CLASS TRAINING**
In-class sessions are dynamic and interactive, and participants are asked to present and debate on the content presented by faculty members.

**GROUP ASSIGNMENTS & ROLE-PLAYS**
The board meetings will aim to replicate real-life situations where most course participants will have the chance to participate either as directors, executives or advisors on the base of a tailor-made case elaborated specifically for this course to develop group assignments and role play interaction with course attendants.

**BREAKFAST AND NETWORKING LUNCHES WITH TOP LEADERS**

**SELF-EVALUATION AND MENTORING PROGRAM**

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**Norman Broadbent Iberoamérica**

ESADE is highly committed to women & leadership. We are one of the few business schools in the world lead by a woman (Prof. Eugenia Bieto).

Through its experience in training over 48,000 professionals, ESADE has verified that the key to achieving equality for women is shared leadership between men and women without excluding the former. True equality will come about when men are also involved in the process and when they feel part of it. The goal should be to highlight complimenting characteristics rather than confrontation. ESADE has a wide knowledge, experience and networks that support this new program.

**International Recognition: ESADE in the Rankings**

- **4th** in the world in **Custom Programs.** Financial Times (May 2013)
- **4th** in the world in **Executive Education.** Financial Times (May 2013)
- **9th** in the world in **Open Programs.** Financial Times (May 2013)
The joined faculty and professionals from ESADE and Norman Broadbent, experts in their respective fields, are distinguished for maintaining very close ties with the business community.

**ACADEMIC DIRECTORS**

**Patricia Cauqui**  
Assistant Professor of Leadership and Executive Coach at the ESADE’s Department of People Management and Organization. MBA by ESADE. She is a Professional Certified Coach by the International Coach Federation (ICF) and Certified Coach by Columbia University (Teachers College). She has created the Mentoring program for ESADE/Lidera Women’s scholarships, leaded the Madrid Forum for Women Leadership and is the academic director for some In Company Programs. She has an extensive international business experience and she has held the position of area manager and general manager for medium size companies in the media and technology sectors.

**Juan Díaz-Andreu**  
Associate Director of Norman Broadbent. Juan holds a BBA by CUNEF (Madrid, Spain), an MBA from UCLA-Anderson School of Management (Los Angeles, CA, USA) as Fulbright Scholar and pursued the GSMP from the University of Chicago Booth/IE. He developed a career in Finance and Business Development in Multitel Group (ONO, Uni2-Wanadoo-Orange, Genesys), Banco Santander and Repsol. Subsequently he worked for 10 years in Amadeus as Senior Manager in the Corporate Finance & M&A department, and Senior Project Manager and Global Account Manager. He joined Norman Broadbent in 2010 to lead the Venture Capital, Education, ICT Practices. He is President of the Asociación J. W. Fulbright and Ryder Club Spain and is member of the Board of the MIT Enterprise Forum, UCLA Anderson Alumni and CUNEF Alumni.

**FACULTY**

**Vivian Acosta**  
Norman Broadbent Partner – Managing Director of Talent Management. She joined Norman Broadbent for the creation and leadership of the Consultancy practice in the firm. Certified coach by Newfield Consulting. She is a founding member and an accredited Master Coach of AECOP with number 1 (“Fila Cero”) and she leads the Ethical Committee for the International Coach Federation 2007-2011. Vivian is also a member of the Norman Broadbent Board for Spain and Latam.

**Eugenia Bieto**  
Managing Director of ESADE. She is the only woman in Europe holding a similar position amongst the world’s best business schools. She is one of the most important drivers within ESADE of shared leadership between men and women. Currently, she is a Member of the Universidad Ramon Llull Executive Council, of the Steering Committee for the European Federation for Management Development (EFMD) and of the Strategic Board for the Community of European Management Schools (CEMS).

**Salomé Cisnal de Ugarte**  
PhD by the Harvard Law School (LLM) and the European University Institute. Summa cum laude Graduate in Law and Economics from the University of Deusto. She is a member of Mayer Brown’s Antitrust/Competition and Government/Global Trade groups based in Brussels. She is admitted to the Brussels’ and Madrid bars and specializes in antitrust & competition law, international trade and EU law. Dr. Salomé is a recognized expert around the debate in the UE about the quotes for Women on Boards.

**José María de Areilza**  
Professor at the ESADE’s Department of Public Law, Doctor in Juridical Sciences, Master of Laws by Harvard University and Master of Arts by The Fletcher School of Law and Diplomacy. Former Dean of the IE Law School. He served as Advisor on European and North American affairs to the Spanish Prime Minister. He is a member of the Board of Governors of the Madrid Bar Association and a member of the New York Bar. In 2012 he was appointed Secretary General of Aspen Institute Spain, a foundation affiliated with The Aspen Institute in the US.
RADICAL ACTION SERIES

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Rafael Gonzalo
Managing Director en Link Financial. MBA by INSEAD. He launched in 2003 the Spanish operations of LINK Financial where he is also Board Member. He has extensive experience in strategic and management consulting and in the financial sector, advising senior management of major Spanish, Latin American and European companies and private equity groups on strategic issues, focusing primarily on M&A, competitive dynamics, growth opportunities, and sales and marketing strategies.

Krista Walochik
Krista Walochik, Chairman of Norman Broadbent for Spain and Latin America, specializes in global board level searches and top executive coaching. Walochik’s earlier career includes executive positions in higher education, as well as a successful career in management consulting with KPMG. Active on boards for 20 years, in addition to her roles in Norman Broadbent, she serves on the Spanish advisory board of Sage plc., and on the Board of the AESC (Association of Executive Search Consultants), as Vice President of the European Counsel, global Treasurer, and member of the Executive Commission.

Krista holds a B.A. cum laude from George Washington University, an M.A. with honours from Middlebury College, and a Masters in Administration from the University of Maryland, with a special focus on Organizational Development. She is an active member of the Institute of Directors Spain (ICA) and a frequent speaker on leadership and governance.

INFORMATION AND ADMISSIONS

ADMISSION PROCESS
Candidates must send a duly completed Admission Form to the Executive Education office in Madrid. The program Admissions Committee will examine and reply to all applications received, informing all candidates about the progress of their admission. Applications may be presented up to three weeks before the program starting date. To ensure that places are available, candidates are advised to begin their admission process as early as possible.

CANCELLATIONS
Should unforeseen circumstances make it necessary to cancel registration, written notice must be given 20 days before the start of the program in order to receive a full refund. Because of the demand for the program and the work involved in the pre-program, cancellations notified within 20 days of the start of the program will only be entitled to a 50% refund. No refund will be made in the case of cancellations made after the program begins.

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