



Women at the Leading Edge

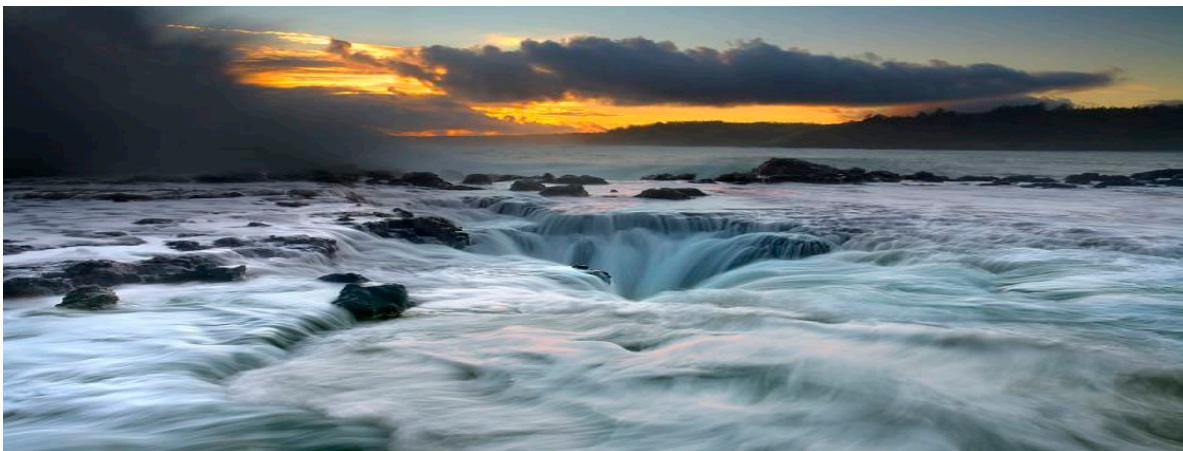
Building your capacity, your toolkit and
your community to lead through complexity

Women Leaders
May 2014 – January 2015
New York City Area



Over the past few decades, **organizational leaders across geographies and industries have experienced an exponential change in almost every aspect of their lives and their work.**

- Technology is evolving faster than we can adapt.
- The speed of information, and number of ways people, products and ideas are interconnected is mind-boggling.
- Associated levels of complexity, uncertainty, and ambiguity are becoming almost overwhelming.
- Women continue to be significantly underrepresented at higher levels of leadership, despite possessing the majority of professional degrees.



Expanding **the capacity of individual leaders to see and hold complexity in light of these challenges is a critical beginning.**

WOMEN AT THE LEADING EDGE



This intense and highly interactive workshop is designed to create and foster a deeply intimate community of mutually supportive women leaders who will tackle intractable challenges and wrestle with the question of persistent gender bias, all while they grow their own capacity as leaders and mentors.

During the Women at the Leading Edge program, you will:

- **be introduced to the idea that leaders grow**, see the possibility of a developmental journey, and become more intentional about your own leadership journey;
- **learn and practice with a range of new tools** for leading through complex challenges (i.e., when the relationship between cause and effect is unpredictable --such as when embarking on an organizational change effort)—and to recognize when to employ which tools;
- **make real progress** against one or more intractable personal leadership challenges (such as figuring out how to work with an important but perennially frustrating relationship or how to get a committee to work in a way that is more supportive of an organization's mission);
- **collaborate on the collective adaptive challenge** of how to unlock the possibilities for women to thrive in organizations (using concepts and tools from the program);
- **develop a community of colleagues** with whom to share leadership journeys beyond the program.



“How wonderful it is that nobody need wait a single moment before starting to improve the world.”

Anne Frank

“For what is done or learned by one class of women becomes, by virtue of their common womanhood the property of all women ”

Elizabeth Blackwell

WOMEN AT THE LEADING EDGE

The program is designed to **enable leaders to grow both themselves and their toolkits to thrive in this new world.** As an outcome of the program, leaders will:

- have an embodied understanding of how to **lead in a complex, unpredictable environment;**
- be practiced in a robust model for engaging with their problems and their people differently and be comfortable **leading with not only answers, but curious and varied questions;**
- be able and willing to take courageous action toward the future they envision, forsaking the need to be right and **allowing for varied possibilities without certainty;**
- have a clear understanding of their **role in developing future female leaders** to bridge the gap of gender disparity.

Through the development of these skills and capacities, women leaders will not only have a better chance of successfully leading through the myriad complex issues they face, but a better chance of evolving organizations that are just as likely to cultivate women leaders as they are to cultivate men.

The ultimate outcome of participation in the Women at the Leading Edge program is to approach complex leadership challenges through a lens of curiosity, multiple perspectives and collaborative problem-solving – in other words, through new eyes.



This highly interactive program is both intense and rewarding. Each Cohort is limited to a total of 12 mid to senior-level women leaders, who are committed to working and growing together, both individually and as a community, in a high-trust, compassionate and supportive environment.

- Over the course of the program, participants come together for ten total days, in five two-day modules.
- The program begins with a robust 360 degree feedback tool, The Leadership Circle Profile 360. The individual profile is fully debriefed with each participant before the first module, providing a powerful platform for participants to reflect on how they want to evolve their leadership style.
- The first module focuses on the developmental journey, habits of mind and body that support growth, and the identification of each participant's intractable problem, forming the basis of fieldwork throughout the program.
- We also begin the process of uncovering hidden mindsets and introducing new tools for engaging with others through a video taped roleplay that focuses on practicing purposeful listening and curious questioning.
- We'll establish Action Learning Groups, which meet between modules, and are critical in consolidating the leadership practices taught in the program. They shift the skills we teach from good things to know to embodied practices.

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ANTICIPATED PROGRAM FLOW

Module	Content	Expected Outcome
Pre-Program	Completion of Leadership Circle Profile; 90 minute coaching session with one of the program faculty to discuss the profile	New insights into own leadership style, mindsets and assumptions that may be subtly influencing views and possibilities
May 21-22	Introduction to adult development journey; selection of adaptive challenge; engaging with others and with complexity; first Action Learning Group (ALG) meeting	Understanding of how adults grow and change over time, why that matters for leaders, and practices of body and mind to support that growth; clarity about individual adaptive challenges and an ALG to support progress against that challenge
June	ALG meeting #2 (virtual 2 hrs)	Practice with curious questions; new perspectives on your individual adaptive challenge
July 23-24	Mapping challenging relationships and problems; working the human side of your adaptive challenge; organizations, adaptive challenges and the leader as complex adaptive systems; working with Immunity to Change; ALG meeting #3	A deeper, embodied proficiency of engagement with others and a systems framework to hold it; a new way of understanding motivations, challenges, and personal contexts; small changes that can lead to future significant shifts
August	ALG meeting #4 (virtual 2 hrs)	Practice with curious questions and complexity tools; new perspectives on your individual adaptive challenge
September 23-24	Safe to fail experiments; Polarity Management; the brain's hard-wiring; collective adaptive challenge discussion; ALG meeting #5	Tools for shifting thinking; openness to new possibilities; going deeper on individual adaptive challenges; more questioning of fundamental assumptions; alternative ways of knowing; turning to common challenges affecting women in leadership more broadly
October	ALG meeting #6 - collective adaptive challenge (virtual 2 hrs)	Practice with curious questions and complexity tools; new perspectives on collective adaptive challenge
November 20-21	Applying what we've learned to collective challenge; engaging others in your change vision; ALG meeting #7	Progress on the collective adaptive challenge, new perspective on collaborating and getting others engaged in priorities; an approach to helping others see what you see (while simultaneously learning from them), bringing your vision to the world
December	ALG meeting #8 – collective adaptive challenge (virtual 2 hrs)	Practice with curious questions and complexity tools; new perspectives on collective adaptive challenge
January 21-22, 2015	Bringing your declaration to the world and engaging others on your journey; presentations and next steps	Clarity about what's next, a declaration about what your offer is, and a community of passionate, committed women to accompany you into your future

WOMEN AT THE LEADING EDGE

Cultivating Leadership's Women at the Leading Edge is open to mid to senior level women leaders. The cohort will meet from May 2014 through January 2015 in the New York City area. The program cost is \$8,000.

Please note, special rates for non-profit leaders are available.

Contact Diana Manks for information or to enroll.

PROGRAM FACULTY

Carolyn Coughlin, MBA, MA

Carolyn is a leadership coach, Certified Somatic Coach, and facilitator. She is a founding partner of Cultivating Leadership, a leadership development firm that works with senior leaders in New Zealand, Australia, and North America, providing leadership development programs and developmental coaching for individuals and teams to help them grow in their capacity to lead across complexity, ambiguity, and change. She also teaches coaches how to apply the theory and practice of adult development in their coaching; including a particular focus on the whole self (body and mind) as leader.



Judy King, MBA

Judy is a leadership consultant based in New York City, founder of Leadership Perspectives and associate with Cultivating Leadership. A former corporate executive, she works with clients who are focused on positively impacting their ability to lead and manage individuals and teams. Her areas of expertise include: individual leadership assessment and coaching (to address challenges, transitions and planning; as well as leveraging strengths); team assessment (and/or cultural impact), objective setting and coaching.

