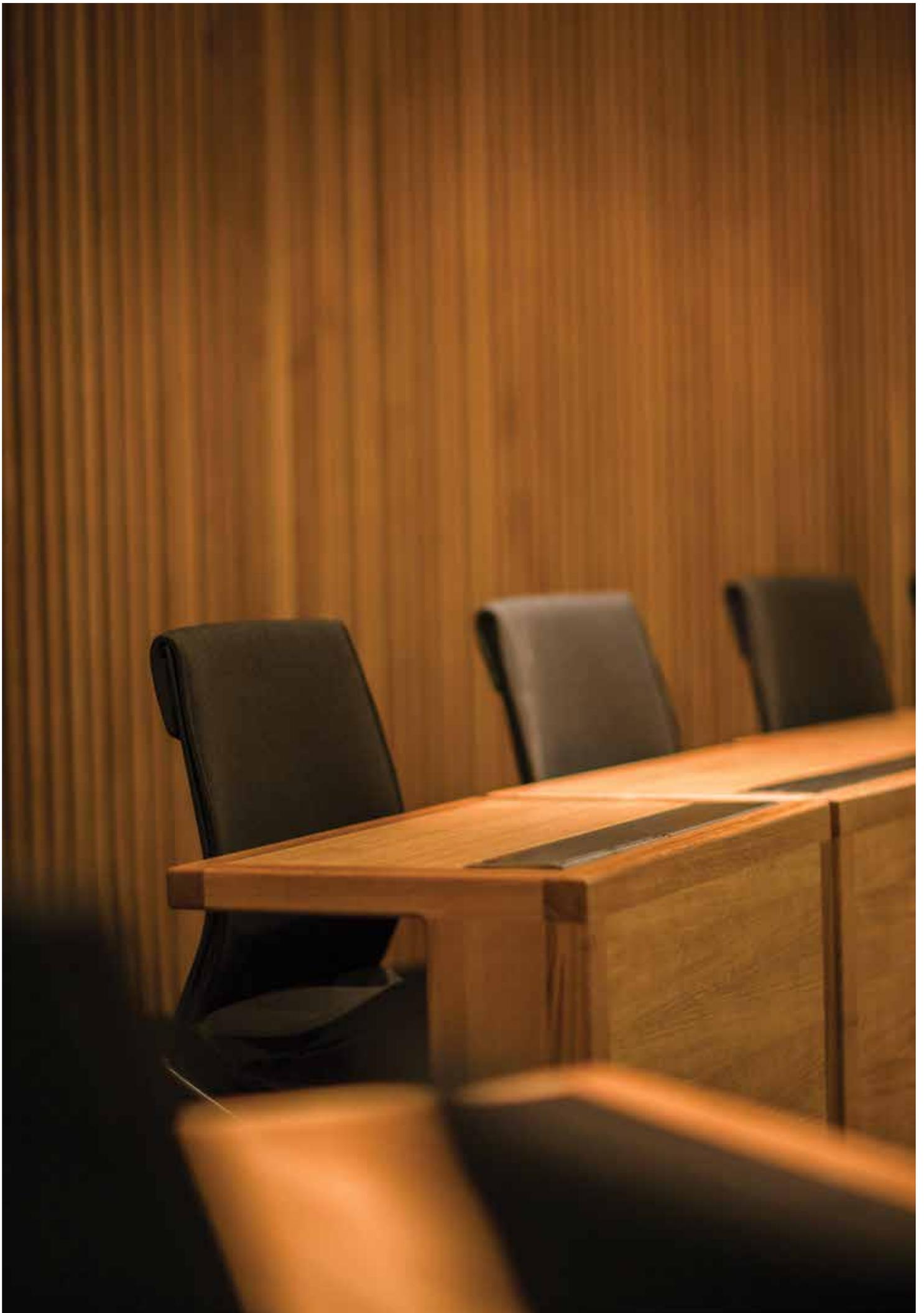




# University of Oxford Women Transforming Leadership Programme





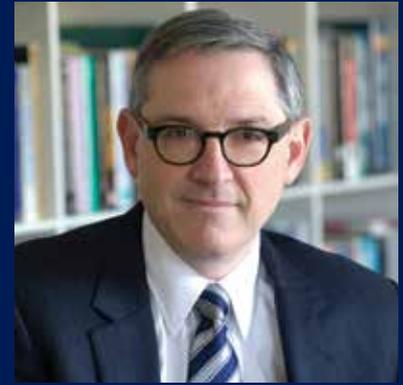
I'm proud to introduce the Women Transforming Leadership Programme, which I believe is one of the most innovative executive education programmes we run in Oxford.

All over the world, talented, ambitious women are being held back from achieving their potential at the top of organisations by a range of cultural, social, educational, and emotional barriers.

This in turn is holding back progress in almost every sphere of life. How can organisations innovate or solve complex problems if their leaders are all pressed from the same mould? How can they respond to the needs of their customers if they have no insight into half of the people who make up that customer base? How can we possibly hope to build a better world for everyone without drawing on everyone's skills and experiences?

Progressive governments and organisations have introduced well-meaning policies, but change is occurring at a slow speed. As with all complex problems, it's going to take a range of approaches to address it. Women Transforming Leadership is only one approach, having seen the impact of this programme, I can tell you it's powerful. These women have left Oxford after a week with greater self-knowledge and greater confidence in their own abilities and leadership style. They have had their eyes opened to different ways of dealing with organisational challenges and bias, they have explored their roles in dealing with complex global issues, and they have been inspired by sharing this experience with a diverse group of women from all over the world.

If you are a woman in or aiming for a leadership position, or an organisation that's serious about diversity and developing effective and intelligent leaders, I urge you to join us.



Professor Peter Tufano  
Peter Moores Dean,  
Saïd Business School,  
Oxford

“This programme is designed to do what it says in the title: to help women leaders to transform their leadership, to develop a wider range of leadership approaches which they are confident to deploy in their context. Research shows that effective, authentic leaders can make a real difference, both in terms of organisational results and wider impact in the community - but there is no single leadership style that is universally effective. We need the diversity of styles which women leaders use. This will help to transform the idea of what successful leadership looks like.”



Kathryn Bishop, Programme Director  
Women Transforming Leadership Programme

# The talent gap

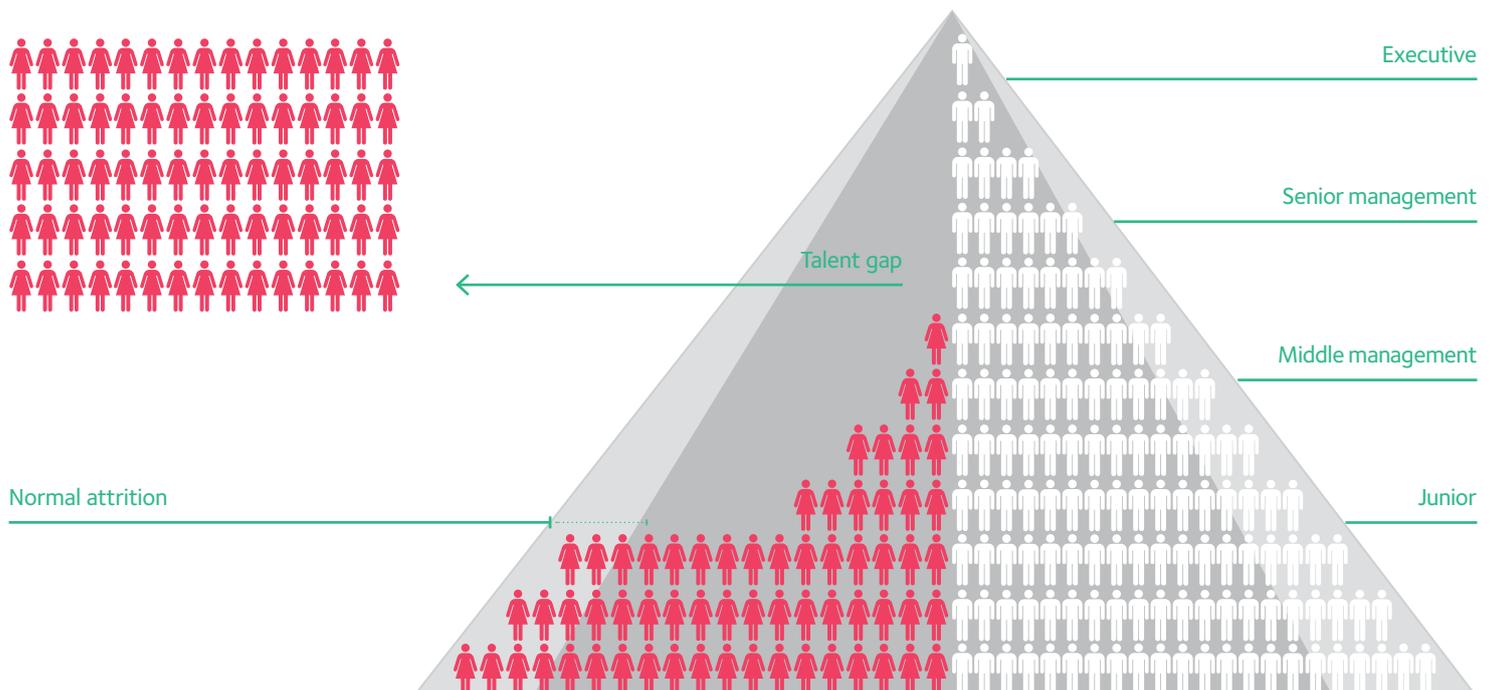
## Why aren't more women fulfilling their potential in organisations?

Whether you are considering the question from an individual or organisational perspective, Women Transforming Leadership has been designed and built to comprehensively address this challenge.

This pioneering programme builds heightened self-awareness, and offers a rare opportunity for women to discuss and overcome personal or professional obstacles as they move through their career. It introduces powerful experiential techniques to identify and navigate through organisational challenges or bias, and builds strengths in leadership enhanced by the natural tendencies women bring to the role. It also examines game-changing approaches female role models have used to resolve complex situations on both a commercial and humanitarian scale, and considers how gender attributes enhance these opportunities to become successful agents of change.

The title 'Women Transforming Leadership' refers to a new generation of leaders: inspirational women of action who have the ability to transform themselves, their own organisations and the community around them.

### Lost women



Source: Your Loss: How to win back your female talent, 2010

# Why Oxford designed a leadership programme specifically for women

## Why a women's programme is needed

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The Women Transforming Leadership Programme has been specifically designed to challenge, inspire and develop ambitious female leaders who feel that their learning needs have not yet been fully met through other development opportunities.

According to a recent World Economic Forum (WEF)<sup>1</sup> report, today's c-suite executives feel increasingly helpless in the face of large-scale problems such as corruption, geo-political security and energy price instability which affect their business. To address these problems, leaders need a wider set of skills in collaborating, building diverse teams and working across organisational boundaries and reporting lines. There is a sense of a shift in the definitions of what leaders do which is becoming more noticeable and this offers opportunities for women leaders to develop their own styles to rise to meet these pressing challenges.

This programme is one of a suite of programmes that our prestigious Business School provides for current and aspiring leaders, whether they happen to be male or female. But we know that women are under-represented in the board room and in leadership positions across the globe. This programme has been designed and tested over a number of years to help women leaders to develop and to seize the opportunities in their context. Their leadership has never been more needed.

## The social context

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Globally, women hold approximately one in five senior management roles, and fewer than one in ten businesses have a female CEO; of Financial Times 500 companies, women represent 1.8% of CEOs and hold about 10% of board seats<sup>2</sup>. Similarly, poor women in developed, developing, and emerging economies are stymied by long-standing cultural gender discrimination. Regardless of where women fall on the economic spectrum, or where they work – corporations, government, at their homes or in their communities – gender inequality is a reality.

Companies with gender balanced executive committees have a 56% higher operating profit compared to companies with male only committees. Companies with three or more women in top positions scored higher than their peers in an index of organisational health.<sup>3</sup>

A study from Catalyst found a 26% difference in return on invested capital in companies with 19–44% women board directors compared to those with no women on their boards.<sup>4</sup>

In 2012, a Dow Jones study found that the overall median proportion of female executives is 7.1% at successful companies and 3.1% at unsuccessful companies, demonstrating the value that having more females can potentially bring to a management team.<sup>5</sup>

## Organisational advancement

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Women can also do much within their organisations to make a difference. According to research by the Academy of Management,<sup>6</sup> female leaders who are able to recognise structures and practices that perpetuate gender inequality have the ability to reshape their organisations to create a better environment for themselves and other women.

The research also shows that women tend to seek a higher organisational purpose for their work that goes beyond their individual context. Understanding how to lead purposefully, authentically and with energy helps in inspiring and motivating others, and that generates change in organisations and communities.

<sup>1</sup> WEF Gender Gap Report 2013

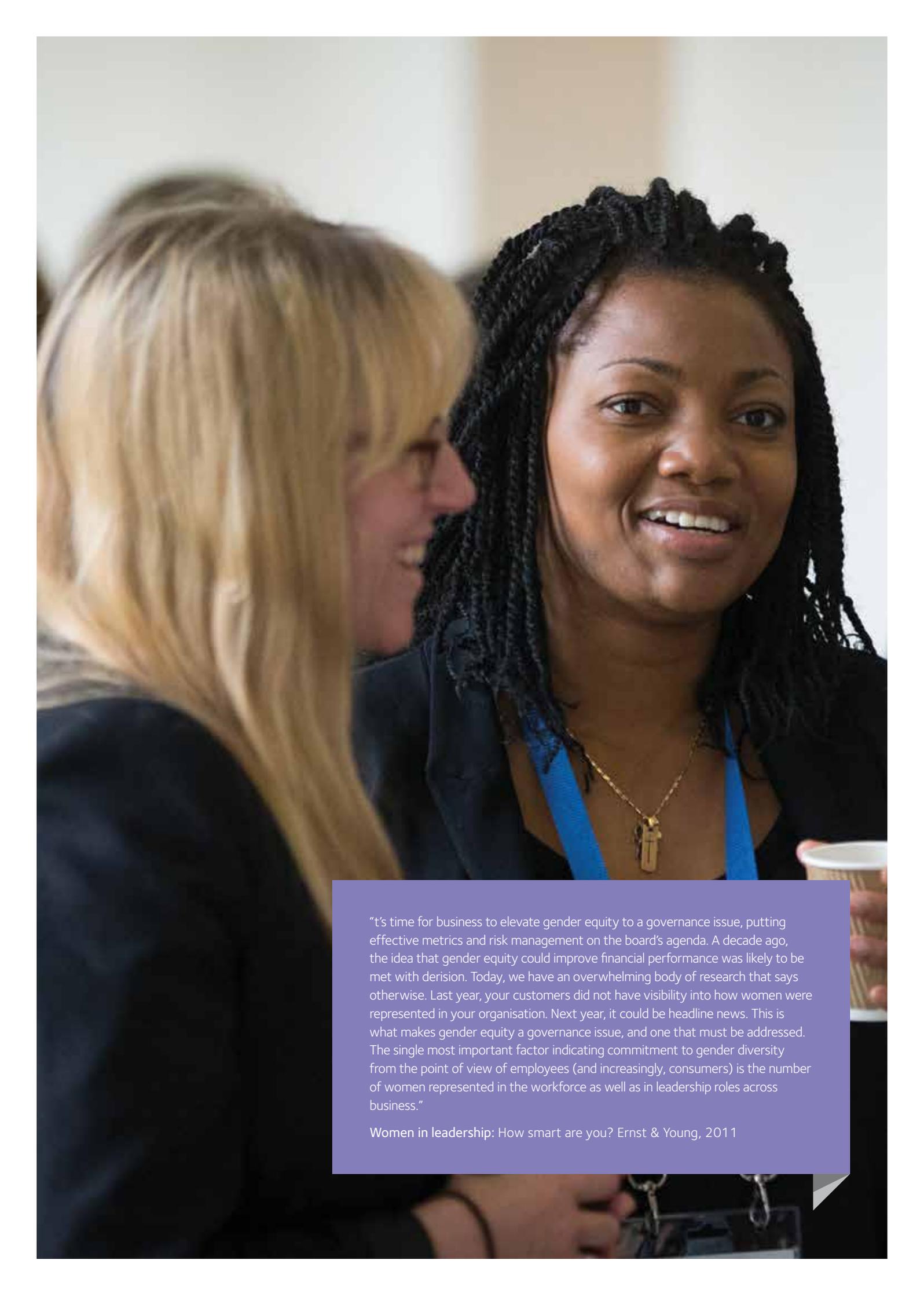
<sup>2</sup> Catalyst, Women in Europe, 2010

<sup>3</sup> "The Business of Empowering Women", McKinsey & Co, 2010

<sup>4</sup> Catalyst, Women in Europe, 2010

<sup>5</sup> Dow Jones study: Women at the Wheel, do female executives drive start-up success, Dow Jones, 2012

<sup>6</sup> "Taking Gender into Account: Theory and Design for Women's Leadership Development Programs" Academy of Management Learning and Education, Robin J Ely, Herminia Ibarra, Deborah Kolb (September 2011)

A photograph of two women in professional attire. The woman on the right is Black with long black braids, wearing a dark blazer and a blue lanyard, smiling broadly. The woman on the left is white with long blonde hair, also smiling. They appear to be in a professional setting, possibly a conference or meeting.

"t's time for business to elevate gender equity to a governance issue, putting effective metrics and risk management on the board's agenda. A decade ago, the idea that gender equity could improve financial performance was likely to be met with derision. Today, we have an overwhelming body of research that says otherwise. Last year, your customers did not have visibility into how women were represented in your organisation. Next year, it could be headline news. This is what makes gender equity a governance issue, and one that must be addressed. The single most important factor indicating commitment to gender diversity from the point of view of employees (and increasingly, consumers) is the number of women represented in the workforce as well as in leadership roles across business."

Women in leadership: How smart are you? Ernst & Young, 2011

# Programme direction

## Programme Director

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**Kathryn Bishop**

Kathryn has over 30 years' experience working with organisations undergoing major change and is also a Civil Service Commissioner, responsible for regulating appointments to the UK Civil Service. She has also been a Non-Executive Director within the UK and Welsh Governments. Before Oxford, Kathryn led multi-million pound transformation and merger programmes in various businesses.

## Academic Director

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**Sue Dopson**

Sue is Rhodes Trust Professor of Organisational Behaviour and Associate Dean for Faculty at Saïd Business School. She is also a Fellow of Green Templeton College, Oxford. She is a noted specialist on the personal and organisational dimensions of leadership and transformational change, especially in the public and healthcare sectors.

The representation of women on corporate boards continues to increase, but the number of women leading boards still remains low globally. Overall, women now hold 12% of seats worldwide with only 4% chairing boards.

**Women in the Boardroom:**  
A Global Perspective, report by  
Deloitte Touche Tohmatsu Limited  
(Deloitte Global) 2015

## Changing mindsets

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**Kathryn Bishop:** "The programme offers you the chance to think strategically about how you use your skills to best effect, and the contribution you make now and could make in future. Your participation during the week will leave you energised, and stimulated, with new perspectives and some clear, practical actions."

**Sue Dopson:** "As Academic Director I am responsible for ensuring the rich and vast experiences of faculty in research, executive management, and coaching women, are linked together in such a way that participants experience a positive learning journey on the programme and beyond. Our view is that there are many different ways to lead, however, effective leadership requires deep and critical reflection about oneself and the leadership context."

# An interview with Programme Director Kathryn Bishop

## Why did you develop this programme and why did you make it women-only?

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We know that the problems we face in this century are complex and affect us all – poverty, inequality, lack of access to food, lack of access to water, climate change, and corruption. These ‘wicked’ problems affect business supply chains, markets, recruitment, organisational reputations – but they are not issues that business leaders can solve alone. If we are to develop new solutions, we need new perspectives, ideas, experiences from diverse leadership teams which collaborate effectively. But there are challenges in collaboration: how do leaders lead collaboratively, drawing on varied skills and experiences, in pursuit of shared visions, and goals?

One answer to this question is that we need a wider range of leadership styles than we have had in the past. This programme is entitled Women Transforming Leadership because the ideal result for the women leaders who work with us during our week is that they are confident to use their own leadership styles, to transform the paradigms of leadership which they may have had into a wider range of possible styles which they can use. Literally, we aim to help them transform their own leadership and their views of what leaders can do and how they can lead, to make a difference in their organisations and their communities.

Why did we develop this programme for women leaders? One of the main ways in which adults learn is through conversation – connecting ideas, connecting with people. But there is plenty of research which indicates that men and women use conversation differently, for different purposes. In a programme designed for women, and with a group of women participants, we can converse easily and effectively in ways which work for us. We’ve found that we plunge quickly into very rich, wide-ranging conversations on this programme – and that’s one of the benefits of a programme for women.

## How will the programme help me maximise my leadership potential?

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Leadership is about what you do, as well as what you are. The programme will help you to devise a personal blueprint, or ‘strategy for you’, and we build that up during the week. We start with the psychometric questionnaire right at the beginning, which will help you begin to understand and reflect on your psychometric preferences, what you like doing and are likely to be good at. Then, every day, we take a different strategy model – and these are tested, corporate strategy models – and help you to apply it to your own career. Using these different models, you will see different perspectives, and identify specific actions that will take you where you want to go. We work through the models together, with faculty and fellow participants in peer-coaching mode, and at the end of the week, we relate it back to the psychometric profiles and draw it all together in a leadership blueprint. It’s a way of helping you reorganise your thoughts about leadership and your career. One participant, for example, profiled as quite introverted in her psychometric profile, but through this process, she discovered how she could work best as a leader. She had always understood herself, but I don’t think she had previously understood the implications of that for her team and what she might do differently.

An influential study found that businesses with a greater proportion of women on their boards outperform rivals in terms of returns on invested capital (66% higher), returns on equity (53% higher) and sales (42% higher).

The Bottom Line: Corporate Performance and Women’s Representation on Boards, Catalyst 2007

# An interview with Programme Director Kathryn Bishop

## What makes this programme different?

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The global perspective of participants is what makes this programme very distinctive. There are few programmes in the world where participants come from 15–20 different countries – and yet, whether from Mumbai or Montreal, Beijing or Brussels, Lusaka or London, women find they share a common bond in the challenges they experience and their desire to achieve. You can come to Oxford with your own world view, and instantly see and experience other, different views. You find a wider range of possibilities and ideas. Your fellow participants will say “I tried this in my context and it didn’t work – but it might work for you,” or “I tried this and it did work. Could you adapt it for your circumstances?”

We designed the programme as a multi-dimensional experience to an extent that I really don’t think you’d find in many other places. We bring in music, we bring in drama, as well as more traditional material such as case studies and presentations, as well as structured conversations. If you’re going to develop new insights, you need to do things that are a little challenging or surprising since it’s that shock that encourages you to take a breath and think again. In Oxford you’re allowed, in fact expected, to do that.

We also have a vibrant group of faculty, coaches and advisers who give us their ideas and helped us shape the week – and now, of course, we have a great and growing group of alumnae who can also contribute.

## So what insights do you deliver?

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I don’t want to give the game away completely, as the power of these insights often comes from people discovering things for themselves. But I will say that some of our most effective sessions are those where we take participants away from the comfort of situations in which they can rely solely on their expertise. Most people progress in the early parts of their careers by being expert. As you acquire more and more financial knowledge and experience, for example, you can move up the hierarchy in the finance department. People listen to you because they know you have this specialist knowledge and they trust you to make decisions. But as you become even more senior, you often find yourself in the position of having to lead people who are more informed than you. If you’ve been relying on your expertise to give you confidence and authority, this game-change may make you feel vulnerable. We all face this challenge, and the lesson is to realise that being a leader is about leading collaboration, drawing on other people’s expertise and helping them to make decisions in partnership. In the programme, we create situations which simulate that experience, along with many others that you might come across as a leader. It’s a step into the unknown, but it’s such a safe and supportive environment that you don’t feel exposed and you can learn.



“The programme involves a mix of plenary sessions, pair work, group sessions through Oxford Tutorials, coaching and psychometric exercises unique to Oxford. Through these we examine the diverse approaches used by both genders and explore the transformation in leading and the different organisational models that women can embody in the 21st century. This is the Oxford approach.”

This all sounds great for the people who actually go on the programme, but what about the wider impact? Is it more than just personal development?

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As a leader, you must understand your own capabilities and preferences, since those are the resources you have to use. We must start with the individual: you are not going to be able to achieve much as a leader without self-knowledge and confidence in your own styles. So, all participants have personal sessions with a professional coach, and we also encourage peer coaching. It's one-to-one, it's very personal. But in almost every case, the focus of the coaching sessions is on the contribution to a bigger agenda, inside their organisation or in their community.

We go on to look at some ways of analysing the problems we all face and some ways of framing the context in which we lead. We use examples and case studies to consider how leaders see the situation and to examine the range of possible responses.

Some of our participants have joked about this programme being the start of a 'movement,' and I think that participants do feel that there is an opportunity now to reshape the role of women at the top, as well as our expectations of leadership more generally. After the programme, people return into their organisations and they actually make changes – maybe small ones at first: questioning an assumption here, taking a different approach to a difficult problem there. We know from participants from the previous programmes, that these small changes can have a significant effect on the decisions you make and lead to larger changes. I know that many participants are also making an effort to talk to other women in their organisations to share the insights they gained from the programme. That's important, and a way in which the programme delivers value beyond one individual's experience.

"If organisations want women leaders to make a difference, then their particular strengths have to be valued and nurtured."



# Programme delivery

As someone considering this programme, you will have experience and will be responsible for leading others and making important decisions. As a middle-senior manager or executive, you may be moving through the organisation or welcome an opportunity to re-examine your leadership reach. On this programme you will be part of a global peer-group of participants working in a wide range of sectors from many regions across the world.



## Impact for you, your organisation and your community

The Women Transforming Leadership Programme has been specifically designed with a focus on understanding challenges and exploring solutions together, for women in leadership positions who may feel that their learning needs have not yet been fully met through other development opportunities.

We believe that the most transformational leaders lead authentically, in line with their own natural personalities, skills, beliefs and values. Participants will examine their sense of purpose and the scale of their leadership and identify clearly what they want to achieve, both in work and outside.

For organisations, participants on this programme will return to the workplace as energised and confident leaders, with a clearer sense of their skills and a sharper understanding of the context in which they work and the challenges they can overcome. This increased understanding translates into increased productivity and increased scale of delivery. They will also have developed a stronger sense of how to use the diversity of skills and experiences within their teams, to generate more innovative ideas and solutions to organisational and strategic challenges. Their development as individuals will translate into a more energised and productive team as they share what they have learnt, and coach their teams. After the programme, participants lead with greater vision and become agents for change.

For individuals, this programme will challenge you to stretch and help you to reach new levels of personal and professional confidence. It will give you the opportunity to build your network of like-minded leaders from across the world, bringing you a global perspective on leadership. The programme provides a safe space for women to share their thoughts, debate and learn from each other and from the faculty in a rich educational environment.

Whether you are an aspiring leader moving through your career or a senior and established leader wanting to broaden your impact, this programme will help you to transform your leadership in terms of styles and scale, and to make a real difference in your organisations and communities.

“During the course of the review period we identified a number of barriers to women’s progression. My report recommended a voluntary business-led strategy to bring about a culture change at the heart of business. The onus was firmly placed on business to bring about this necessary change and I am pleased to say that evidence clearly shows that they have, and are, stepping up and responding.”

Lord Davies, Women on Boards, April 2013

## What will I gain from the programme?

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- ▶ You will learn specific techniques and skills that you can use in a range of leadership situations: negotiation, building trust, creating effective partnerships and adapting messages to a changing environment. You will become a better negotiator, networker, mentor, and coach to your direct reports and to other women.
- ▶ You will have a more nuanced understanding of organisational and individual behaviours, particularly in the context of gender bias and the challenges of producing progressive change. You will have access to research-based evidence that you can use in your organisations when making a case for change.
- ▶ You will have a wider, more strategic outlook, gained from group work and analysis of global challenges and the different roles of individuals, organisations, and countries in solving them.
- ▶ You will gain a lively, stimulating network of contacts with women from different sectors and from all over the world, who are facing the same challenges as you but in different contexts. Long after the programme has finished, you will continue to get from them new ideas, encouragement, and support.

## How will I learn?

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The Oxford approach to learning is not about giving instruction, but about providing stimuli and structuring conversations so that you make connections and develop your thinking independently. Women Transforming Leadership brings together a number of different teaching styles and experiential opportunities to create a rich and intense learning environment. This encourages you to push yourself both intellectually and emotionally to develop greater insight and confidence.

The programme includes traditional presentations, lectures, and discussions along with role-play, group-work, and personal coaching. Innovative arts-based sessions draw on metaphor and analogy to gain multiple perspectives on difficult concepts such as gender, power, and identity.

Some sessions work by deliberately unsettling you and taking you out of your comfort zone, so you do have to be open to trying something new and potentially 'failing.' But these exercises all take place in a safe and supportive environment. Indeed, previous participants have said that reflecting on what they found difficult or did 'wrong' gave them some of their most important insights into themselves and their usual work environment.

## A strategy for you

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At the core of the programme is the development of a personal leadership blueprint or a 'strategy for you.' A psychometric profile generated at the very beginning of the week will start you thinking about your own leadership style: how you relate to others, how you respond to different types of people, how you act in stressful situations, for example. You will then build on this during the strategy sessions, personal coaching, discussions with other participants, and experiential learning to create a personal, detailed, workable strategy and action plan for your future.



The Thatcher Business Education Centre,  
Saïd Business School, home of the Women  
Transforming Leadership Programme



# Programme experience

I think what was most significant for me about the programme was the realisation that, no matter where we come from, whatever field we are in, women experience similar barriers; and those barriers are not well understood. And they need to be understood before we can begin to break them down.

We had so many women, from all parts of the world, and they were all telling the same or similar stories. We had many 'Aha' moments, moments of recognition and realisation.

The biggest thing the programme did for me was to strengthen my commitment to having a personal strategy for my career and life trajectory.

On the programme, every morning, Kathryn would present us with a new framework for setting our personal strategies. Each of these frameworks built on each other – there were no contradictions. And very slowly, with deliberate care, and a time horizon, we'd plan out the next steps in our journey. So by the end of the programme we had a complete toolset, a large, detailed, customised plan that was just for us.

It surprised me that we got so much one-on-one coaching. It started off very personal, looking at the psychometric evaluations we had all completed, and became such a journey of self-discovery that by the end, my coach and I found that we had plotted out a ten-year plan for a business idea that I have had for a while! It's practical, achievable, and challenging.

At the end we felt bound together, and honestly that we were at the beginning of a movement. We know that we are the generation that must move this forward. The previous generation fought to establish themselves in a man's world, so they were the trailblazers, but too often it was about individual triumphs instead of collective progress. It's our responsibility to go out there and create a world in which we can bring other women up with us. We set up a network which is really alive, with regular correspondence and encouragement. We could perhaps go a month without connecting, but then there's just one email and immediately we're back in Oxford.

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The most important thing I learned from the programme was that it doesn't matter where you are as a woman leader – whether you're in Africa, the United States, Brazil, India, or the UK – the issues we face are all the same; they are universal. But women coming together and working together can empower each other and find a way to overcome these shared problems.

In 2012, I was nominated to participate in a leadership programme which was organised by the UN; and even though it had a good balance of women and men, all the facilitators were men. The sessions were gender-blind and as a woman leader, it was not easy for me to relate to. Leadership seemed to be associated with being tough and appearing rational and unemotional, while I think that you can be more powerful if you can recognise and draw on your emotions.

Two months after I attended the programme, I organised a breakfast meeting with all the women in the office to share selected topics from the programme, which resulted in a very lively and enlightening discussion on how women can empower each other in the organisation. It was very powerful.

At Oxford I was amazed by the diversity of this group of phenomenal and inspiring women. It was a privilege to be able to connect with all of these different women who were willing to discuss their own experiences and see how they could be applied, at a personal level but also in the big discussions we had on Women Leading the World. The programme afforded the opportunity to talk about 'real' issues on the ground and how we can make a positive difference in our communities.

The openness and support that we could feel in the group really meant a lot. That applied to the faculty and other contributors too. Everyone came to the programme with different experiences and were able to express themselves thoughtfully but with passion. The power of the group and the unity in the diversity were the best things about the programme for me.



**Robyn Tingley,**  
Vice President,  
Human Resources  
Americas,  
Ingram Micro,  
Canada

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**Hopolang Phororo,**  
Deputy Director for  
Tanzania, Kenya, Uganda  
and Rwanda,  
International Labour  
Organisation,  
Tanzania

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# Programme experience

Women Transforming Leadership has given me some deep insights into my own particular leadership challenges. I have discovered additional layers of nuance from this programme! The research evidence shared with us has been both relevant and valuable.

It was wonderful to be on this programme and to be able to discuss these questions with a group of women who face similar challenges. I was fortunate to find a group with whom I had an instant and natural affinity to.

Swarovski is a global company, with very strong local considerations, so the opportunity to further develop my understanding of different cultural dynamics was important to me from an organisational as well as a personal perspective.

The parts of the programme that dealt with going beyond the organisation also resonated with me. I am responsible for our Corporate and Social Responsibility efforts as well as Chairperson of the Swarovski Foundation. This programme has inspired me to look at new ways in which we can enhance our activities to make a difference.



Nadja Swarovski,  
Member of the Executive  
Board,  
Swarovski,  
United Kingdom

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I was surprised when I first heard about the programme. Not many institutions will design a programme just for women. I think I was worried that, with a roomful of women, we might get derailed. But the dynamics were so positive. We understood each other's circumstances quite well, despite being from different parts of the world. We learnt so much from each other: the discussions were all so candid, and real. I think if there had been men in the room, we would have become much more guarded.

The most important thing to come out of the Women Transforming Leadership Programme for me was that I now understand my own leadership style and realise that I can make it work.

It had never dawned on me that being a quieter leader, one who is not so aggressive, is a style in itself. And now I know that it is my style, I can use it and adapt it.

This was a particularly important realisation for me given the culture I am working in. In sub-Saharan Africa women are supposed to be subservient. I am involved in women's organisations that are trying to change this, and the Government is working on it too. They have imposed quotas for women in leadership in the Civil Service – and, I can tell you, it works! But the private sector, and particularly banking, which is where I work, is lagging behind. We have a job to do, and we have to be more subtle in our approach.

There is a Women's Leadership programme in the organisation in which I work, and we are thinking about ways in which we can replicate what I learned in Oxford for other women. We can create opportunities to network, develop mentoring programmes, and support each other.

When I came back, I discovered that a colleague who led a fairly large team (certainly larger than mine) had resigned. They are trying to fill her post but, in the meantime, I volunteered to look after her team as well as my own. I wanted to demonstrate to my colleagues that I could lead a large team, and one that was not in my normal area of expertise. It is something I would not even have considered before and yet, here I am, holding it all together. It's a great feeling that I have been able to do this, which demonstrates the benefits of the programme, both to the individual and the organisation.



Suzyo Ngandu,  
Bank Secretary,  
Zambia National  
Commercial Bank plc,  
Zambia

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# Programme experience

When I was doing my research about the sort of development programme I wanted, what stood out for me on this programme was that I would leave with a 'strategy for me'. I was in a particular place in my career and wanted to find more purpose in what I do, so the idea of something for me was very attractive. But I was also intrigued by the name, 'Women Transforming Leadership'. It suggested that the programme was not just about me but about what I could take back into my organisation. By the end, I realised it was about even more than that – it was about what I could do beyond the organisation.

I was surprised by the depth of emotion that I felt during the programme. It took us all to a deep and considerate place, and gave us space to reflect.

The meditation as part of the Shakespeare session was like a lightbulb moment for me. It really gave me some clarity about some of the issues I was struggling with before coming on the programme and, indeed, throughout it. The session leader was just wonderful. She made Shakespeare directly relevant not just to modern working life but to me, my own career, and personal life. It was a totally different way of thinking and expressing myself which I think helped unlock some really crucial challenges.

There is a lot that I want to change and I know it won't all happen at once – it will take time. I have identified a few short term actions and also have some longer term plans.

Overall, Women Transforming Leadership has been a wonderful experience. Just being in the room with these great women with varied backgrounds, experiences, cultures, and countries has really made me see things from different perspectives.

Of course you could read about cultural differences but when you're sitting opposite someone from a completely different culture with different problems that somehow still seem very similar to yours, that's when you understand.



Susan Young,  
Head of Internal  
Communications,  
Williams & Glyn,  
Royal Bank of Scotland  
United Kingdom

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Before I joined the Women Transforming Leadership Programme I thought the challenges I was facing were unique. The most important thing that the programme has done for me is show me that I am not alone, that there are people like me all over the world, concerned about the same issues.

I realise now that I am not unusually modest or unassertive, but that these characteristics are part of the behavioural preferences of most women. I don't necessarily have to change the way I am to succeed – but I have now found new ways of looking at myself. So it's okay to be a hard worker and a high performer, and I should not be shy or embarrassed about what I have achieved. It would still not be natural for me to boast about my successes, but no one has suggested I should – it's all about the inner confidence that comes from knowing my own style.

I admire everyone that I have met as part of this programme, from the participants to the faculty members, to the organising staff. I will definitely be keeping in touch and we have already started setting ourselves up as a group and having individual conversations.

The immediate changes I will make as soon as I return to the office are all quite personal. I will be more assertive: I am already practising saying "no!" I will make sure that I take time to be with my family. And I will not be wary about trying to influence others with my different or innovative ideas.

The whole programme was really well thought through, with each piece fitting together and building towards one 'big picture' that we could understand and appreciate at the end.

I loved being in Oxford: the agelessness of the place and the passion of the people created an extraordinary environment for thinking and learning. I would say to anyone considering joining Women Transforming Leadership that if you want to bring about change in yourself and in your organisation, then this is one programme that you should go for.



Pooja Malik,  
General Manager – HR,  
Anand Automotives Ltd,  
India

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# Programme experience

Most of the organisations I have worked with promote gender diversity. However I find that there is a need to support women more as they move up to senior levels in the organisation where barriers are stronger.

I wanted to join this programme to find out how I can maximise my strengths and push myself to achieve more. I also wanted to look at the alternatives, career-wise. I feel that I am at a stage where I might make a career transition. Should I explore moving into another industry or another type of organisation?

What really created a spark for me was the session on 'As You Like It'. My experience is in finance, and in that sort of environment we tend to celebrate thinking rationally. Of course we are used to talking about more subjective issues such as company values and culture – but the idea that we should try meditation? Learn from poetry? That is why this felt truly transformational for me.

It got me to think about myself and where I draw strength from, and to think about the complexities of my situation in a totally different way.

The programme title speaks for itself. Women Transforming Leadership is truly transformational, for the individual and for organisations.



**Mylene Kasiban,**  
Internal Controls Director,  
Mondelez Asia Pacific  
Pte Ltd,  
Singapore

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When I arrived in Oxford, I was totally surprised by the size and diversity of the group. I hadn't realised that there would be more than 30 women, literally from all over the world, of different ages and with different jobs in all sectors.

Yet all these women were facing the same underlying set of challenges, personally and in their careers, it was something that we all had in common. There is something about a group of women with similar interests or challenges. The conversation is naturally open and unguarded: there is none of the competition that you get in a work environment. It was an extraordinarily rich environment. We could share war stories, discuss how we were all struggling to reach the next stage and what we thought was holding us back, and then we discovered how the research backed all this up. I think we all accepted that this is just where society is at the moment. We have to find ways to change things from within.

Overall the programme has helped me to be braver, less afraid and more direct.

We talked a lot about what women have to do to get ahead in their careers, and discussed how men are better at networking. Women are good at building relationships but, of course, once you have a relationship you tend to feel uncomfortable at the thought of using your contacts. So I have been thinking more about who I need to be known by at work, not just who I need to know. And I'm getting rid of that naïve view that if I just keep my head down and do good work, then people will notice me. It doesn't happen like that: we have to learn to advocate for ourselves as effectively as we advocate for the team. It doesn't mean that we have to be inauthentic. Self-promotion is not about having a big ego or claiming talents and achievements that we don't have. It's just another part of the toolkit.

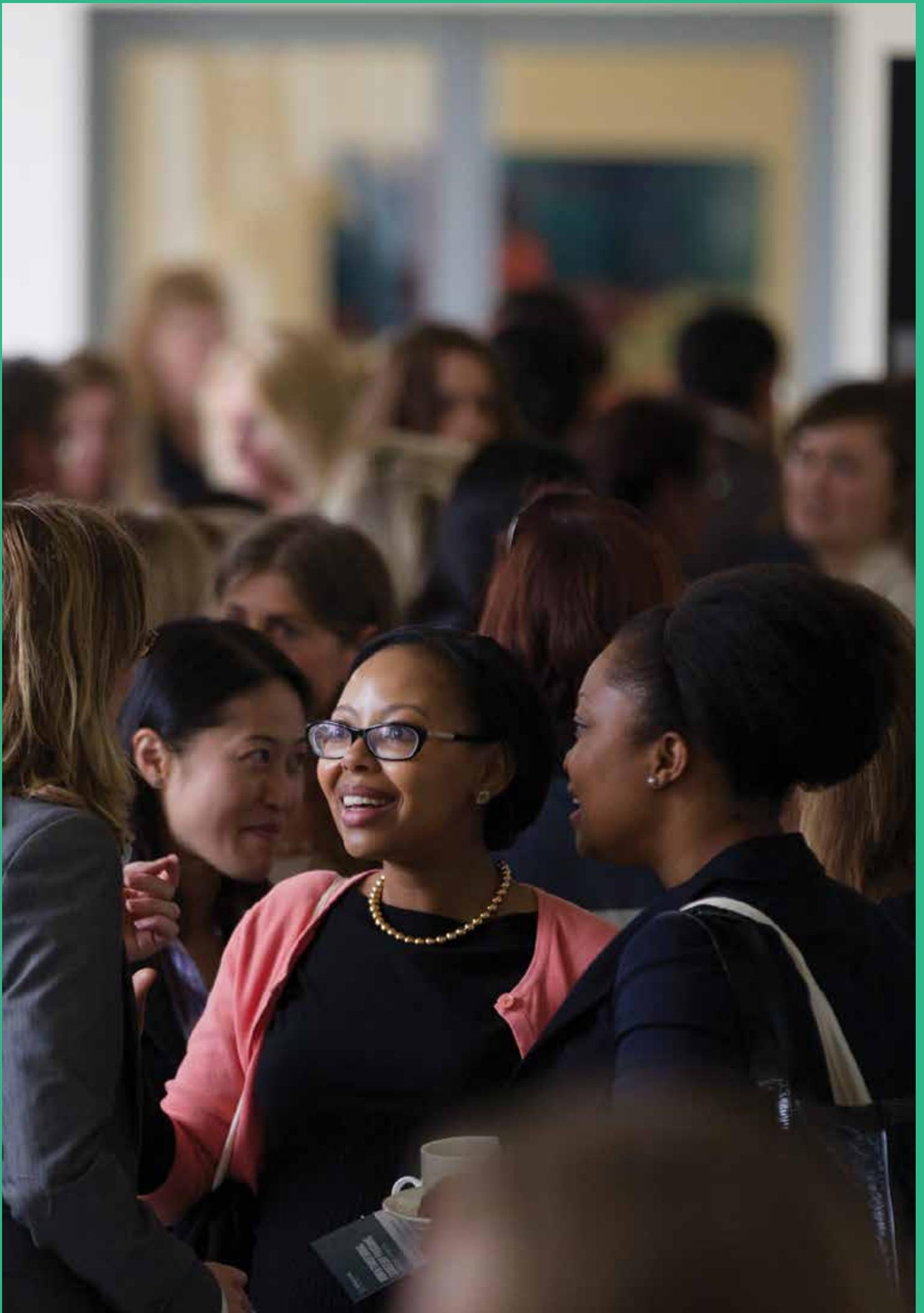
The Women Transforming Leadership Programme, which has such a high standard of teaching and can offer such insights, can really help us to see what we have to change and give us the tools with which to make the change.



**Jenny Kalenderidis,**  
Regional Director,  
UK and Ireland,  
RSA, The Security  
Division of EMC,  
United Kingdom

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# Expanding your network

## Networks open to alumnae include:

**The Oxford Business Alumni Network:** The Oxford Business Alumni (OBA) Network was established in 1998 in order to build a world class business and management network for Saïd Business School and Oxford's Collegiate University. As a member of the OBA, graduates of the Women Transforming Leadership Programme will be able to maintain a lifelong connection with the School and the wider University of Oxford. Joining the OBA provides access to the network directory, an invaluable tool for networking with organisations throughout the world, and the opportunity to attend high profile events both in Oxford and internationally. Further information can be found at [www.oxfordbusinessalumni.org](http://www.oxfordbusinessalumni.org)

**Access to IWILL Events:** IWILL (Inspiring Women for Leadership and Learning) exists to inspire and promote women's professional and academic development by:

- Inspiring by example
- Teaching
- Connecting and sharing

We aim to establish Saïd Business School as the business school of choice for female students, alumnae, faculty, employees and also to work closely with employers seeking female recruits.

**Oxford Women's Network:** The Oxford Women's Network is committed to enhancing the quality of life for the community of women within the Collegiate University. OWN is designed to connect female faculty, staff and students, serve as a clearing-house for services and information (conferences, training courses, etc) and serve as a forum for networking and discussion of issues affecting women in the University.

**Oxford Business Networks:** Oxford Business networks are designed for students, alumni, academia and professionals. These student-led networks exist to promote the exchange of ideas and knowledge surrounding an industry, interest or large geographical region. The active networks you will be able to join as alumni vary each year, in 2014/15 they are:

- Oxford Business Network for Africa
- Oxford Business Network for Art and Business
- Oxford Business Network for Asia Pacific
- Oxford Business Network for Consumer and Marketing
- Oxford Business Network for Energy, Environment and Resources
- Oxford Business Network for Entrepreneurship
- Oxford Business Network for Finance
- Oxford Business Network for Healthcare and Pharmaceuticals
- Oxford Business Network for India
- Oxford Business Network for Latin America
- Oxford Business Network for Management Consulting
- Oxford Business Network for Media, Design and Entertainment
- Oxford Business Network for Middle East
- Oxford Business Network for Private Equity
- Oxford Business Network for Real Estate
- Oxford Business Network for Social Impact
- Oxford Business Network for Technology
- Oxford Business Network for Women's Leadership

# How to apply

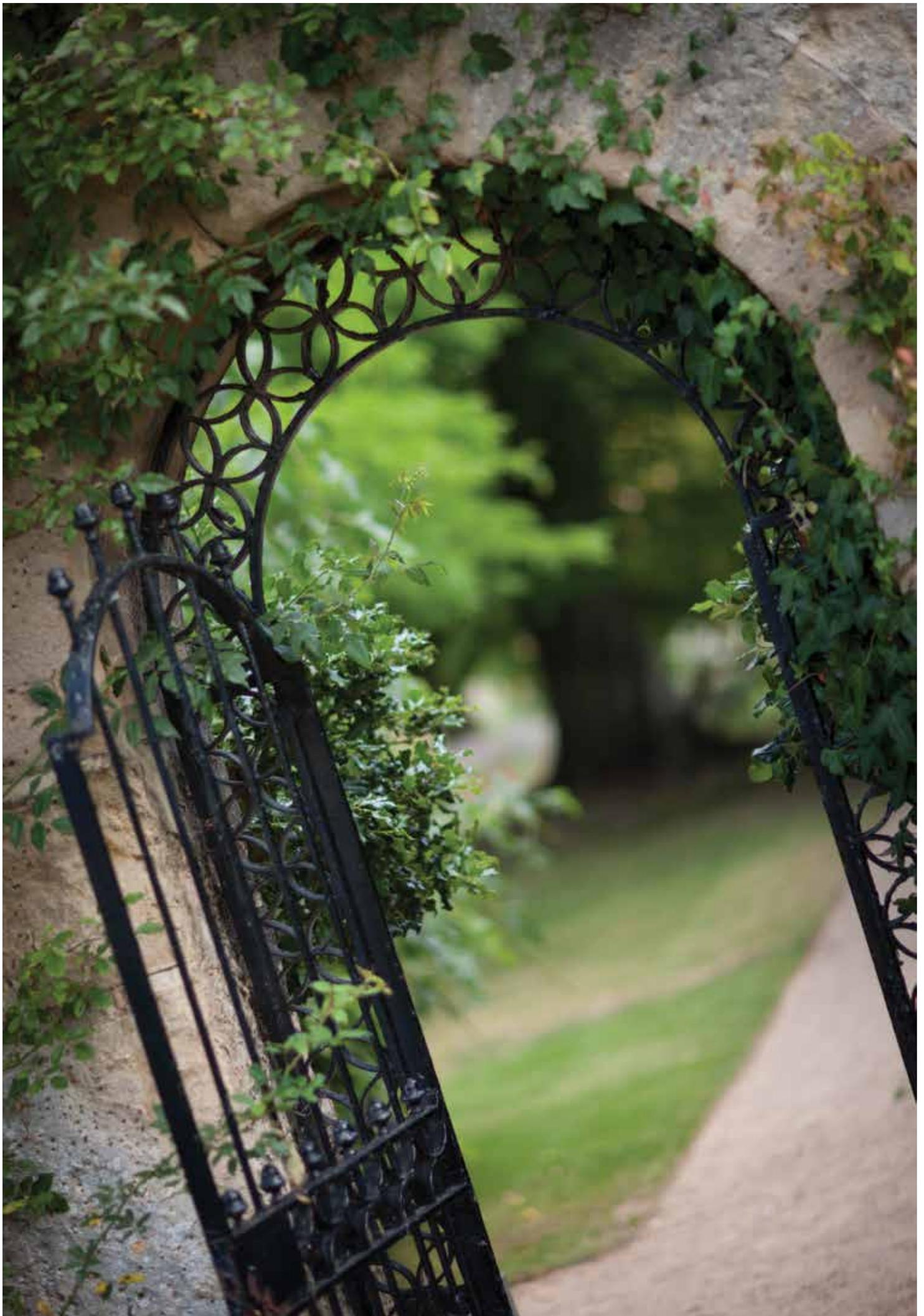
If you would like to discuss the content of this programme in more detail, we would be delighted to do this with you. We can also schedule a telephone conversation with our Programme Director to discuss your particular development needs, since our priority is to ensure this programme is right for you. The most important thing for us is to offer you an opportunity to attend a programme that can act as a catalyst for your career, our aim is to give you a transformational experience. We look forward to working with you.

For further information contact:  
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www.sbs.oxford.edu/wtl



## Saïd Business School

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Saïd Business School at the University of Oxford blends the best of new and old. We are a vibrant and innovative business school, but yet deeply embedded in an 800-year-old world-class university. We create programmes and ideas that have global impact. We educate people for successful business careers, and as a community seek to tackle world-scale problems. We deliver cutting-edge programmes and ground-breaking research that transform individuals, organisations, business practice, and society. We seek to be a world-class business school community, embedded in a world-class university, tackling world-scale problems.

## Taught Programmes

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MBA

Oxford 1+1 MBA Programme

Executive MBA

MSc Financial Economics

MSc in Major Programme Management

MSc in Law and Finance

Diploma in Financial Strategy

Diploma in Global Business

Diploma in Organisational Leadership

Diploma in Strategy and Innovation

BA in Economics and Management

## Research Programmes

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DPhil Programme in Management Studies

## Executive Education

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### General Management

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Oxford Advanced Management and Leadership Programme

### Leadership

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Oxford Strategic Leadership Programme

Oxford High Performance Leadership Programme

Women Transforming Leadership Programme

Oxford Programme on Negotiation

Corporate Reputation and Executive Leadership Programme

### Strategy and Change

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Oxford Scenarios Programme

Consulting and Coaching for Change

CIO Academy

Corporate Affairs Academy

Oxford Cyber Risk for Leaders Programme

## Finance

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Oxford Finance Programme for Senior Executives

Oxford Impact Investing Programme

Oxford Private Equity Programme

Oxford Chicago Valuation Programme

Oxford Real Estate Programme

Oxford Asset Management Programme

## Custom Programmes

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