WOMEN MEAN BETTER BUSINESS
SMITH COLLEGE EXECUTIVE EDUCATION FOR WOMEN

DIRECTING INNOVATION
For accomplished businesswomen in science, technology, and engineering

FEBRUARY 21 - 26, 2016
TUCSON, AZ
ABOUT THE PROGRAM
The future of innovation in science and technology is in jeopardy.

Women play a critical role in today’s exciting engineering and technology-driven organizations. A lack of women at top decision-making levels has the potential to weaken R&D policies and to stifle the development of new, cutting-edge products and therapies.

Built in collaboration with the Society of Women Engineers (SWE), Directing Innovation is a high-level leadership program designed to prepare already accomplished businesswomen in science, technology, and engineering for even further advanced leadership positions.

This five-day, intensive program transforms participants into global strategists and innovators who contribute more broadly to their organization’s success. Women learn from a select group of top faculty, industry experts, and thought leaders who facilitate interactive sessions on critical topics and issues facing today’s global business leaders in ST&E.

Women who attend this program return to their organizations ready to lead, with a more strategic, global mindset and increased leadership capacity.

WHY AN ALL-WOMEN PROGRAM?

Experience.
Smith College Executive Education has nearly 40 years of success in developing exceptional women leaders. Smith’s signature all-women classroom model supports women’s natural collaborative and participatory learning style, creating an environment where women can take full advantage of their learning experience.

Impact.
Fortune 500 organizations report significant improvements in areas like leadership, strategic thinking, and retention as a direct result of enrolling women in Smith programs.

Network.
Women who attend Directing Innovation will build a global network of true peers – other women executives striving to advance their careers in the face of isolation, subtle bias, and ongoing struggles with work-life integration.

PROGRAM HIGHLIGHTS

Strategy and Innovation: Develop skills to create a culture of innovation in a fast-changing, global market

Authentic Leadership: Deepen self-awareness and apply self-knowledge to evolve as a leader

Strategies for Optimal Living: Enhance health and well-being for long-term success

Collaborative Decision-making: Build strategic adaptability into decisions with major uncertainties

Leadership Narrative: Inspire teams with a vision shared through compelling stories

Persuasion: Explore and practice how to move your ideas into action and results

Neuroscience of Leadership: Understand the impact of emotions on leadership presence

WHO SHOULD ATTEND?
Accomplished businesswomen in science, technology, or engineering who have a significant impact on setting the business direction for their organizations.

Past participant titles have included:
• Director of Engineering
• Global R&D Director
• Executive Architect Manager
"Directing Innovation had an immediate impact on my work. I was immediately able to understand the challenges currently facing our organization, how to ensure we survive in this difficult environment, and how to innovate what we do and how we do it. Now I can move my company from ‘now’ into the ‘future’.

– Engineering & Site Manager, BAE Systems, US Combat Systems

TYPICAL PROGRAM SCHEDULE

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<td>Wellness Program</td>
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<td>Reflection and Peer Coaching</td>
<td>Leadership Narrative</td>
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<td>Cultivating and Articulating Your Vision</td>
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<td>Informal Networking Dinner (Optional)</td>
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<td>Strategy and Innovation</td>
<td>Life is Your Best Medicine</td>
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<td>Power and Influence</td>
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PROGRAM ELEMENTS

- REFLECTION
- LEADERSHIP NARRATIVE
- LECTURE
- INTERACTIVE CLASS DISCUSSION
- PEER COACHING & MENTORING
- TOOLKITS AND FRAMEWORKS
- CASE STUDIES
- SMALL GROUP EXERCISES
MEET THE EXECUTIVE DIRECTOR

Iris Newalu
Executive Director, Smith College Executive Education

Iris oversees a state-of-the-art portfolio of consortium, custom, and open enrollment programs for high potential women at all levels of the organization. Iris works with talent development officers of Fortune 100 and Fortune 500 corporations to design and develop strategic leadership programs for high-potential women. She brings more than 15 years of experience in creating women-only executive learning environments.

In her role as chief facilitator, she guides participants through course objectives, action-learning exercises, and reflection periods, and artfully weaves together the various components of the curriculum to create an integral experience for attendees.

Iris received her Master of Education degree in counseling psychology, completing a thesis on work-related stress, from the University of Massachusetts, Amherst. She has taken numerous doctoral-level courses in organizational development and educational psychology, and she is a certified Neuro-Leadership executive coach.

FEATURED FACULTY

Ella L.J. Bell Smith
Associate Professor, Business Administration
Tuck School of Business, Dartmouth College

Ella L.J. Bell Smith is Associate Professor of Business Administration at the Tuck School of Business, Dartmouth College. In addition to teaching in Tuck’s MBA and executive education programs, Professor Smith is the founder and president of ASCENT: Leading Multicultural Women to the Top, a nonprofit organization committed to professional development and career advancement.

Working in the field of organizational behavior and organizational change, she is one of the leading experts in the management of race, gender, and class in the workplace. She has served as a consultant to Fortune 500 companies and to many public institutions.

Professor Smith’s research interests focus on the career and life histories of professional women and she is currently studying issues of work/life balance. Her latest book Career GPS: Strategies for Women Navigating the New Corporate Landscape (Amistad, 2010) offers proven techniques for women wishing to advance their careers in the fast-changing corporate world.

Vijay Govindarajan
Coxe Distinguished Professor
Tuck School of Business, Dartmouth College

Vijay Govindarajan (known as VG) is widely regarded as one of the world’s leading experts on strategy and innovation.

He is the inaugural Coxe Distinguished Professor of Management at Dartmouth College. He was the first Professor in Residence and Chief Innovation Consultant at General Electric. He worked with GE’s CEO Jeff Immelt to write How GE is Disrupting Itself, the Harvard Business Review (HBR) article that pioneered the concept of reverse innovation – any innovation that is adopted first in the developing world. HBR picked reverse innovation as one of the Great Moments in Management in the Last Century. He has been named one of the Top 10 Professors in Corporate Executive Education by Business Week and Top Five Most Respected Executive Coaches on Strategy by Forbes.

Professor Govindarajan has published more than seven books, including the international best seller Reverse Innovation: Create Far From Home, Win Everywhere (2012).
OTHER SMITH EXECUTIVE EDUCATION PROGRAMS

From Specialist to Strategist
From Specialist to Strategist equips aspiring managers in science, technology, and engineering with career-transforming skill development, preparing them for success in management. This program is designed in collaboration with the Society for Women Engineers.

Smith-Tuck Global Leaders
Global executives are challenged to expand their capacity to drive global strategy and execution in the context of profound disruption. This program combines Smith’s signature all-women learning environment and Tuck School of Business at Dartmouth’s dynamic, highly personalized approach to executive development.

Smith College Leadership Consortium
The Leadership Consortium is designed in collaboration with world-class organizations to move high-potential women executives up the leadership pipeline. This high-impact program is as close to a custom program for the women at your organization as it gets.

ABOUT SMITH COLLEGE EXECUTIVE EDUCATION FOR WOMEN
Established long before other leadership programs were open to women, Smith College Executive Education for Women has nearly 40 years’ experience developing and advancing high-potential women at Fortune 500 organizations.

Smith’s approach to executive education blends academic rigor with a dialogue centered on current, real-world issues in business. Smith’s signature all-women classroom model accelerates leadership development for women executives by supporting women’s natural collaborative and participatory learning style. At Smith, women learn in an environment where they can build bonds of trust, mutual respect, common experience, and a global network for life-long learning.

ABOUT THE SOCIETY OF WOMEN ENGINEERS
For more than six decades, the Society of Women Engineers (SWE) has given women engineers a unique place and voice within the engineering industry. SWE is centered on a passion for success and continues to evolve with the challenges and opportunities reflected in today’s exciting engineering and technology specialties.

Smith College Executive Education and SWE have partnered exclusively since 2005 to deliver outstanding executive development opportunities for women in science, technology, and engineering.