UPCOMING PROGRAMS

HKUST-Smith Leadership Program for Women
November 9 – 12, 2015
HKUST – Hong Kong
Combines HKUST's strengths in science, technology, and business management with Smith's signature all-women classroom design.

Directing Innovation
February 21 – 26, 2016
Tucson, AZ
Designed to transform accomplished businesswomen in ST&E into outstanding global strategists and innovators who will contribute more broadly to their organizations' success.

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INTENTIONALITY

Deciding is the Missing Step To Leading Well

DR
REBECCA NEWTON

Senior Visiting Fellow, London School of Economics Business Psychologist, Executive Coach & Advisor
“Rebecca you’re...”
How do you want others to describe you, as a leader, in five years time?

Dr Rebecca Newton, Harvard Business Review, 26 January 2015
70%
Resistance to Change Management, even more than the change itself

Resistance is often a result of *how the change is implemented* rather than the change itself.

Change often has a negative impact on people’s work-based identity.

People resist this impact, and its causes.

Van Dijk (Newton) and van Dick, Journal of Change Management,
Intentionality in leading change

Not just asking what do we want others to think and to do...

How do we want others to be feeling – about us and themselves?

Therefore who do we need to be...
Intentionality and Executive Influence
Intentional as an Agent

Executives influence their peers in 3 ways:

- Target Assessment*
- Executive Preparation
- Influence tactics

(Enns and McFarlin, 2005)

*The target assessment process seems to matter a great deal! It drives both executive preparation & influence tactic choice.
Intentional as a Recipient

Allowing yourself to be the target of others’ influence
Choosing what/who has this influence

INTENTIONALITY
Be an Agent AND a Target

Being intentional about being the target of others’ influence

Those with the highest levels of extraordinary achievement had wider networks with developers from a range of different communities

They acknowledged virtual developers contributed to their career success

(Cotton, Shen and Livne-Tarandach, 2011)
Agent AND Target

The breadth and scope of the influence we have is linked to not only our intentionality re who we influence but also our intentionality regarding who and what influences us.
Intentionality in Meetings and Presentations: The Paradox of Over-Communication
Leadership Derailers

Working with Peers

Dr Rebecca Newton, Harvard Business Review, 11 Jun 2015
Leadership Derailers

POWER STRESS & ‘Coaching with Compassion’
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___ DR ___
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