

Remarkable Change. Measurable Impact.

Immersive Learning for Women Leaders

**Women in
Leadership™**

A LINKAGE INSTITUTE

PHOENIX, AZ | NOV 12-15, 2018

FEATURING

Ready *your female talent.* Create *a strategy for advancement.* Advance *your best leaders.* Achieve *breakthrough results.*

IMMERSIVE LEARNING from **Linkage**

To remain competitive in today's marketplace, you need to recruit, retain, ready and ***develop your female talent.***

You also need to ***create an organization*** where women leaders can thrive—by offering opportunities for advancement, engaging executives, redefining talent systems, and cultivating a more inclusive culture.

Whether you need to ready your talent or prepare your organization to optimize advancement of women leaders, Linkage can tailor a solution to meet your specific needs.

Our ***immersive learning experiences*** and the ***Women in Leadership Institute™ (WIL)*** are tested and proven solutions to get you there.

The 4-day *Women in Leadership Institute* will not only help you develop your best talent—it will ignite transformation in your organization's leadership capabilities.

And, if you're interested in learning more about our research-based approach to readying organizations, get a behind the scenes look at how we partnered with Lenovo to drive a 57% promotion rate of their women leaders on page 5.

If all of this sounds intriguing, let our team partner with you to put our Institute and vast experience partnering with organizations to advance women leaders to work for you.



KERRY SEITZ



Director, Linkage's *Women in Leadership Institute™*

Why Linkage?

LEVERAGE TWO DECADES OF WORK AND RESEARCH IN ADVANCING WOMEN.

Linkage's research-based Women in Leadership Model™ is foundational to the *Women in Leadership Institute*™ experience. It focuses on the six competencies and seven hurdles that our research, inclusive of individual and organizational data from 100 companies and 2,000 leaders worldwide, has shown are key to the advancement of women leaders.

CUSTOMIZED TOOLS, 360° ASSESSMENT, AND SMALL GROUP LEARNING TO ACCELERATE GROWTH AND CREATE IMPACT.

The intensive 4-day Institute experience is not delivered in a typical conference setting—it integrates 360° assessment feedback, keynote sessions, skill-building leadership workshops, over eight hours of small-group peer learning teams, and an Individual Development Plan—a tool designed to accelerate personal and professional growth. The combination of these learning components invites active participation and equips participants with a roadmap for the future.

EXCLUSIVE EXECUTIVE OFFERING FOCUSED ON BEST PRACTICES FOR CREATING INCLUSIVE CULTURES.

The Executive Forum is a two-day offering co-located at the Institute. It's designed for executives who are committed to creating and sustaining inclusive leadership practices. Participants focus on strategies for advancing diverse talent, equipping their leaders to model inclusive behaviors, and best practices for building a pipeline of women in the leadership ranks.

TAILORED LEARNING SOLUTIONS THAT CREATE MEASURABLE IMPACT ON YOUR TALENT GOALS.

The Institute experience is one critical step in achieving a larger mission toward gender parity in leadership. It can serve as the start of your immersive learning journey with us, in the middle, or as a capstone event. Regardless of how you decide to leverage it, we can build on the experience by tailoring a combination of coaching, assessments, action learning, and ongoing skill development to ensure that true impact and measurable outcomes are realized in the months and years to come for your leaders and your organization.

Spotlight:

Explore a Leader's Journey at WIL



INSIGHTS FROM 360° ASSESSMENT

Prior to arrival, participants complete Linkage's 360° *Women in Leadership Assessment*, a tool designed to provide insight into core leadership strengths and opportunity areas. Participants will spend part of the first day interpreting the assessment results, and identifying specific focus areas. These insights will be used to form an Individual Development Plan, which will serve as a roadmap for the future.



WORLD-CLASS CONTENT

The thought leaders, practitioners, and world-renowned educators who join us each year are committed to providing fresh, thought-provoking content, inspiration, and renewed motivation to our participants, while also focusing on specific leadership competencies to advance women. The keynote sessions will be aligned with Linkage's *Women in Leadership Model™* and the competency sessions will focus on addressing the top hurdles women face in their advancement journey.



SMALL LEARNING TEAMS

Capitalizing on the power of collective learning, participants will gather each day with an expert facilitator and a preselected team of 15-20 peers to reflect on and discuss insights from the Institute. This is a unique opportunity for every individual to contribute their own thinking and collaborate in small groups about how to best apply their learning to benefit their own development and their team within the context of their organization.



EXTENDED LEARNING

After the Institute ends, participants have exclusive access to Linkage's *Leader for Life™* series, which features virtual learning sessions that are designed to reinforce and expand on the topics covered at the Institute. The series features a combination of live and on-demand content that can be leveraged individually or collectively as a team.



PEER-TO-PEER CONNECTION

Participants form unparalleled connections during the Institute—whether it's sitting side-by-side in the general session, engaging in a small group dialogue in a learning team, or sharing personal stories during our networking sessions. It is a rare gift to be among 800+ women leaders—and the potential impact from these connections is immeasurable.



For more information visit www.linkageinc.com/WIL



Your Road Map to Success: Advance Your Women Leaders + Ignite Change

Our approach to immersive learning is tailored based on your organizational needs and talent objectives. The following example incorporates several components that we often leverage to build a roadmap focused on helping you realize the maximum return on your investment.

THE INSTITUTE EXPERIENCE: WHERE INSPIRATION AND OPPORTUNITY MEET

The *Women in Leadership Institute* experience inspires, ignites and engages women leaders who are committed to impact. To grow as individuals and leaders, women must first understand what drives their thought processes and how this impacts their behaviors—and how they lead.

The Institute is a journey of self-discovery—it's about getting clear on why we lead. It's the time to be bold—to create a roadmap for the future that ignites purpose, fulfillment, and transformation for leaders, their teams and organization to achieve breakthrough results. The unique combination of learning elements encourages authenticity and introspection, and is facilitated in a way that requires every woman leader to be fully present.

Stories of *Change*. Stories of *Impact*.

We've partnered with leading organizations around the globe to design and implement immersive learning journeys that have had a measurable impact on the individual, team and organizational levels.

We are particularly proud of the remarkable success of the Lenovo team.

Lenovo, a global technology leader, wanted to increase the number of women in senior leadership positions to keep the talent pipeline strong and reduce turnover.

They partnered with Linkage to design a nine-month leadership development solution targeted to "Band 10" women (the level just below executive).

Since launching in 2014, this initiative has helped to create a pipeline of women in senior leadership roles:



Participants Promoted
from the program's first cohort



Overall Promotion Rate
for both groups



Participant Attrition
is at an all-time low compared to...



Global Average Attrition
for high-potential female directors



EXPAND YOUR INSTITUTE EXPERIENCE + MAXIMIZE IMPACT

Following the Institute, many organizations engage with us in one or more of the following ways:



1. ACTION-ORIENTED COACHING

Engage with us in ongoing coaching sessions, available in 6-, 9- and 12-month packages, after the Institute to achieve sustained behavior change.

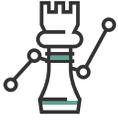
When you combine the immersive Institute experience with Linkage's signature coaching process, your leaders experience true transformation—and can turn their intentions into action. Our coaching options add rigor and focus to the development process—and give your leaders an objective counsel to help them successfully navigate the day-to-day challenges of leading. Our coaching sessions are available in 6-, 9-, or 12-month increments and may take place leading up to or after the Institute.

“ I feel more confident to guide and coach instead of manage and control. Giving my team more responsibility is a great way to develop them and allow them to grow and thrive. I also serve as a mentor to younger managers (female and male) and, in doing so, I keep developing myself.



ELIZABETH MORENO

*General Manager, France
Lenovo Program Participant*



2. STRATEGIC ADVISORY SERVICES

Based on your individual and organizational assessment results, we often facilitate ongoing skill-building sessions over the course of several months focused on the areas critical to achieving your stated objectives.

Our customized on-site solutions and advisory services take a multi-dimensional approach to develop your leaders in a way that builds on the Institute experience and aligns to your situation and needs. We leverage insights from individual and aggregate assessment data—and your business and talent objectives to create a learning roadmap that will help you realize measurable outcomes and achieve the greatest return on your investment.

In many cases, we deliver a series of targeted skill-building sessions over the course of several months, either in-person or virtually. We partner with you throughout the process to monitor your team's progress, process the learning, and take actionable steps to apply the content to your organizational needs.



3. ACTION LEARNING

Many organizations incorporate action learning initiatives into the process to give participants the opportunity to focus on solving real business challenges.

The influence of our integrated leadership solutions is best measured by the impact on your business. Business impact projects are frequently apart of the ongoing learning process. Action learning is a critical component that offers your talent the opportunity to practice what they are learning while adding measurable value to the organization through the business solutions that they create and implement. Our team approaches action learning with two goals in mind: producing business results and developing new leadership capabilities.



About Linkage

For 30 years, Linkage has impacted global leaders worldwide with our leadership development insights, education, strategy and solutions. We partner with organizations looking to accelerate the impact of their leaders, more effectively engage teams, and build inclusive cultures of employee engagement and performance.

At Linkage, we are passionate about developing leaders who can create lasting impact. Learn more today.

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