

COLUMBIA WOMEN'S LEADERSHIP NETWORK IN BRAZIL YEAR III

Syllabus

1. SUMMARY

The Columbia Women's Leadership Network in Brazil program selects annual groups of professionals with the goal of creating a growing network of women who will contribute to the transformation of Brazil. Taking advantage of the talents and academic excellence of Columbia University, each cohort will consist of women working in different areas of the private, public and third sectors from different parts of Brazil. In 2021, these professionals will participate in workshops in an online format. The program consists of 5 modules that include strategic training and networking activities, roundtables, seminars and mentorship sessions. All the activities will be closely supervised/facilitated/supported by Columbia Global Centers | Rio de Janeiro, including academic coordination and local management, in close collaboration with faculty from Columbia University.

2. CONCEPT

Managing human capital is a complex and central issue in any organization and particularly delicate in the case of public administration. We understand that recognizing good professionals and offering them training and exposure to networks within public and private agencies and across different areas are positive investments that contribute to the improvement of institutional frameworks. These practices must be fostered through consistent programs. In addition, the topic of leadership and innovation in public and private management today has an even greater significance when considering disruptive changes within institutions, mobilizing agents, and aggregating knowledge in order to transform the profile of the professionals who formulate policies and oversee their implementation.

We understand the challenges to professional growth in women's careers and the role that networks play as a decisive factor in replicating good practices and encouraging behaviors focused on changing the institutional culture of private and public agencies. Executive education programs for women with a leadership profile are often designed with the sole purpose of bringing together leading women to share experiences, design new professional strategies and deepen reflection on innovation and positive disruptions in the institutions where they operate.

Considering all these elements, we pioneered a program to form networks and prepare women leaders through practical learning on relevant management topics and connecting leaders from different regions and diverse experiences.

In this program, we will work on the issue of human capital management by selecting public servants with a distinguished profile within the different public agencies (from the federal, state and municipal levels), professionals from the private sector and representatives of the third sector. We will bring together groups of women with high transformation potential to participate in a series of educational, professional and networking modules that put participants at the center of discussions on the key strategic challenges of management today. We will organize sessions with women leaders belonging to our network of partners who can inspire and broaden the discussion with the group. We will bring specialists from Columbia University and elsewhere to discuss the proposed topics. We will add value through disseminated and documented content throughout the process.

3. CORE TOPICS

The format of this course will therefore meet two demands: 1) to identify talents in the different sectors with a leadership profile so as to form groups of committed and engaged women; 2) to offer opportunities for advanced training and integration into a powerful network of agents promoting social transformation.

I. Strategic Communication

The shifts taking place in our communities, industries, governments, and within the entire human social structure require finding your communication style, which should represent your authentic voice, but the secret great leaders know about effective communication is that marrying your authentic self with the needs of your audience is what truly motivates and inspires others. Strong communication—the ability to listen actively, speak persuasively, and establish authority—is an integral skill for successful leaders. Throughout history, women’s words have moved audiences to action.

II. Innovation and Leadership in the workplace;

Women bring a new and vital range of skills to the task of leading in an increasingly diverse, global society, from active listening to consensus building to self-reflection to reasoned risk taking. The evidence is strong and growing: when the leadership table includes people with these traits, the world does better.

Leadership can make the difference between success or failure of organization, whether it is in the public, private or social sector. Leadership is also comprised of skills that can be learned and perfected. In the activities that tackle innovation and leadership, participants will discuss effective leadership techniques, how women can become leaders who improve organizational performance, and cutting-edge techniques for leaders in an era of global competition.

III. Entrepreneurial Spirit: Being imaginative, flexible, and persistent in pursuing opportunity.

Persistence, the determination to achieve one’s ultimate goal despite difficulties, is considered one of the most vital traits of entrepreneurs. Staying focused in the face of adversity is what separates those who succeed from those who fail. Successful leaders report that taking small, incremental steps and persisting in pursuing one’s larger goal is particularly effective and rewarding, and generates momentum for the entire team.

The most important impact of women’s entrepreneurial spirit may be the example it provides to a world that continues to diversify with exponential speed. When leaders adopt these time-tested strategies of entrepreneurs—being imaginative, flexible, and persistent in pursuing opportunity—they are best able to manage change and succeed.

IV. Advocacy and networks

The solution to advancing women’s leadership lies not only in encouraging and developing women as leaders but also in being able to reshape institutions and society so that they encourage women’s success and include women at the decision-making Table. In the roundtables and mentorship sessions organized during the program, we will gather women leaders from Brazil and other parts of the world to discuss how double binds and other challenges particular to women when facing leadership positions and how they can unleash and strengthen their potential.

4. ACTIVITIES

5 modules that include lectures, workshops, orientation sessions, roundtables, public events and a 5-day international module in New York at the Columbia University campus that combines lectures and site visits, in addition to an internal seminar with women leaders. Please note that in 2021 all activities will be delivered online. The international module will be delivered directly from the Columbia campus. We plan to resume in person meetings and travelling once it is globally safe to do so.

More details below.

5. FINAL PROJECT, DELIVERABLES

Participants are expected to conceive and develop a group project throughout the year. The project is developed in phases: 1. Participants identify a problem they face in their workplace connected with one of the four core topics of the program. 2. Before the international module - the July week - participants will divide in groups and organize ideas for a project. 3. Groups submit a 1-page outline with the basic ideas of the project before the international module. 4. On the last day of the International module, the groups will share the findings of the lectures in an internal seminar, present their outline and exchange ideas with advisors and the rest of the cohort. In August, there will be a meeting with all the mentors and participants of the program. 5. In September, each group will submit the first draft of the final project for feedback. 6. In November each group will submit the final version of the project after the orientation of the advisors to be presented to a wider audience in December.

6. EVALUATION AND ATTENDANCE POLICY

Course evaluation will be based on the following formula:

1. Class Participation – 50%

Attendance and individual participation, as well as engagement in the group project will be evaluated.

2. Final Group Project – 50%

The evaluation of the project will be based on:

- a. Merit and relevance of the project;
- b. Innovative approach to the subject;
- c. How the ideas are presented; the structure of the text and the consistency of the proposed solution.

Grading system:

Letter Grade	Percentage
A	90%-100%
B	80%-89%
C	70%-79%
D	60%-69%
F	0%-59%

Attendance is not an option--it is a requirement.

Punctuality, alertness, and participation in class discussions and exercises will be taken into consideration.

Absences will need to be communicated with at least 1 week in advance. For each absence after 2, the final grade may be lowered by one letter. Any student who misses 3 or more modules is subject to failure, unless justified as excused absences.

"Excused" absences include the following:

- Illness or injury that is documented by a letter from a physician or health professional.
- "Mental duress" (divorce, death of friend or family member) that is documented in writing.
- Officially sanctioned and sponsored travel that is documented by a letter by senior management.
- Required court appearances that are documented by a letter from the clerk of the court.

7. CERTIFICATION

Following the approval of the academic committee, participants who successfully complete the requirements will receive a formal certificate of completion issued by the Columbia Global Centers | Rio de Janeiro. The minimum requirement to receive the certificate of completion of the course is an average of B, or 80%.

8. ENGAGEMENT AND NETWORK

During the course, the instructors and the academic coordinator will be available to discuss the content, answer questions and support the production of the final project.

Additionally, all the participants will be encouraged to take part in extra activities and share text and articles regarding leadership and management topics with their peers. We will create an "online library" on GoogleDrive in which all participants will be able to add documents. Social media can be used to maintain the engagement between the participants and the academic coordinators.

Participants are also expected to help in the recruitment and the mentorship of the 2021 cohort.

9. TUITION AND FINANCIAL AID

The tuition of the program is of USD 6.500. All selected participants are eligible for scholarships to cover this cost.

Each participant is financially responsible for all costs of traveling, accommodations and meals involved in the national and international modules.

Participants who fail to obtain the certificate of completion, according to the policies described above, must reimburse the full tuition costs covered in the program if they received financial aid/scholarship.

10. APPLICATION REQUIREMENTS

1. Bachelor's degree
2. At least 3 years of managerial experience in public office, private or third sector
3. Language proficiency (English)

11. PROGRAM DESCRIPTION

Module #1

Women and Power

March 05 (Thursday)

08:30 AM - 05:30 PM

Rio de Janeiro

Instructor: Débora Thome (Visiting Scholar at Institute of Latin American Studies, Columbia University)

Welcome Session and lecture

Introduction of the Program, Syllabus

Group Dynamic

Networking lunch with participants, sponsors and members of the board of advisors

In the morning, participants will attend a class in which they will be presented, firstly, to topics that involve the current situation of women in the world and in Brazil, among them data on economics, education, politics, demography. In the second part, we will discuss issues related to women and power, with historical and conjunctural data, as well as discussions about the role of women in leadership and how it is understood by society.

In the afternoon, there will be a small briefing followed by a momentum to delve deeper into the challenging issues of women in the workplace.

Short readings to reflect:

- *I love my husband. Nelida Piñon. http://www.releituras.com/npinon_husband.asp*
- *How the 'Shalane Flanagan Effect' works. Lindsay Crouse*
- *<https://www.nytimes.com/2017/11/11/opinion/sunday/shalane-flanagan-marathon-running.html>*
- *How women can rise to the top in a man's world. Daniella Diniz*
- *https://apolitical.co/en/solution_article/how-women-can-rise-to-the-top-in-a-mans-world*
- *Closing the Gender Gap - The benefits of bringing more women into the labor force are greater than previously thought. Era Dabla-Norris and Kalpana Kochlar <https://www.imf.org/external/pubs/ft/fandd/2019/03/closing-the-gender-gap-dabla.htm>*
- *Sexist attitudes: Most of us are biased. Jennifer Raymond <https://www.nature.com/articles/495033a>*
- *A study used sensors to show that men and women are treated differently at work. Stephen Turban, Laura Freeman, Ben Waber*
- *<https://hbr.org/2017/10/a-study-used-sensors-to-show-that-men-and-women-are-treated-differently-at-work>*
- *O retrato do trabalho doméstico em tempos de Covid-19 <https://www.nexojornal.com.br/ensaio/debate/2020/O-retrato-do-trabalho-dom%C3%A9stico-e-m-tempos-de-covid-19>*

Papers / Chapters available at GoogleDrive:

- Valian, V. (1999). *Why so slow? The advancement of women*. MIT press. Cap.6.
- Perrot, M. (2007). *Minha história das mulheres*. Contexto. Trechos selecionados.
- Solnit, R. (2017). *The mother of all questions: Further feminisms*. Granta Books. “The history of silence”.
- Andersen, M., & Collins, P. H. (2007). *Race, class, & gender: An anthology*. Nelson Education -.pp 61-67.
- Hooks, B. (2018). *O feminismo é para todo mundo: políticas arrebatadoras*. Rio de Janeiro: Rosa dos Tempos. Trechos selecionados
- Iversen, T., Rosenbluth, F. M., & Rosenbluth, F. (2010). *Women, work, and politics: The political economy of gender inequality*. Yale University Press. – Preface.
- Smith, A. E. “On the edge of a glass cliff: women in leadership in public organizations.” *Public Administration Quarterly*, vol. 39, no. 3, 2015, pp. 484–517., www.jstor.org/stable/24773425
- Puppim, A. B. (1994). *Mulheres em cargos de comando*. *Novos olhares: mulheres e relações de gênero no Brasil*. São Paulo: Marco Zero: Fundação Carlos Chagas, 13-35.
- Sorj, B; Gama, A. ; Alcantara, K.; Veiga, A. (2018). *Tensões entre trabalho e família - recomposições na divisão sexual do trabalho*. In: Araújo; Gama;Picanço; Cano. (Org.). *Gênero, Família e Trabalho no Brasil do século XXI - mudanças e permanências*. 1ed.Rio de Janeiro: Gramma Editora, v. 1, p. 83-114.
- de Melo, H. P., & Thomé, D. (2018). *Mulheres e Poder*. *Histórias Ideias e Indicadores*. Rio de Janeiro, Brazil: FGV. p.75-127

Module #2**Strengths Assessment and workshop****May 07 (Friday)****09:00 AM- 5:00 PM****Rio de Janeiro**

Instructor: Dr Brian Perkins (Senior Lecturer – Teachers College, Director of the Urban Education Leaders Program at Teachers College, Columbia University in the Department of Organization and Leadership)

The participants will take an online survey that uncovers the strengths of your team of leaders along 34 empirically-validated themes. It enables your leaders to discover their top five Strengths Insights and build their daily activities and long-term strategies around them. Along with the Strengths Discovery report, your leaders receive an Action-Planning Guide which helps in releasing the power within and transforming your educational organization along the way.

During the workshop, the instructor will convene the group by administering the different instruments, analyzing the resultant reports, tracking the organization's progress, building an improvement plan customizable to the organization's needs and aspirations, and transforming the plan into actions and strategies. Our goal is to work with the participants to unlock the full potential of our leaders and nurture the organization's growth in a measurable and sustainable manner.

Readings:

- *Signature Theme Report*

Module #3

International Module

July 05-09 (Monday-Friday)

09:00 AM- 5:00 PM

New York (Columbia Campus)

Classroom sessions, group visits and activities, along the lines of traditional executive education programs. The themes selected for the international module are in synergy with the training that will be offered in Brazil. The module will consist of academic sessions in the morning, with afternoon visits, with a total of 6-8 hours daily for 5 days.

1. Daily schedule*

Program NY 5-day intensive module *subject to change					
	Monday July 05	Tuesday July 06	Wednesday July 07	Thursday July 08	Friday July 09
10:00AM - 12PM	Innovative Leadership - Creativity and Design Thinking Umbreen Bhatti	Negotiation and Conflict Resolution	Inclusive Leadership and the Strength of Diversity	Collaboration : Building a Culture of Trust	What's Next: Personal Mission Statement & Goal Setting
12PM-1PM	Lunch break	Lunch break	Lunch break	Lunch break	Lunch
01:00 PM – 03:00 PM	Gender, Politics and Development Eugenia McGill	Performing your best under stress - Sian Beilock	Innovation Ecosystems and Public and Private Partnerships Andre Corrêa d'Almeida	Innovation and technology in the Public Sector Sarah Holloway	Closing Panel Conversation: Topics and Speakers TBC

- **Agenda to be confirmed*

3. Internal Seminar and Roundtable:

On the last day of the international module, participants will present the problem that they have identified on their workplace and start to discuss possible solutions. The groups will share the findings of the visits and lectures in an internal seminar. A roundtable with Members of the Board of Advisors will bring closer the group of professionals that will be part of the program and connect with the group

as well as discuss relevant themes related to the group projects and strategies of advancing the theme of women leadership in the public and private sector.

Module #4
Human Capital Management in the Public Sector
September 17 (Friday)
09:00 AM - 05:00 PM
Rio de Janeiro

Instructor: Cindy Pace (Assistant Vice President, Global Diversity and Inclusion, at MetLife. Lecturer in professional development and executive education and adjunct professor of organizational leadership)

Since the 1990s, there have been hundreds of conceptual and empirical articles investigating the relationship between Strategic Human Resource Management (SHRM) and performance. This workshop will debate how contemporary HRM can be articulated to transform the public sector. It will note the differences between the traditional bureaucratic model and the new management approaches of public sector operation and activity. The instructor will explore how the institutional, policy and organizational changes delivered a new paradigm of managing members of public service organizations.

Through case studies, this session will discuss the role of human resource management policies and practices in increasing service quality, efficiency and organizational effectiveness in the public sector.

Module #5
Technology's Impact on Communications
October 22 (Friday)
09:00 AM - 05:00 PM
Rio de Janeiro

Instructor: Alexis Wichowski (Adjunct Associate Professor, Columbia University's School of International and Public Affairs)

In this module Professor Wichowsky will discuss technology's impact on communications. First, we will provide common understanding of current technological developments impacting government, society and citizens. Afterwards, Alexis will explore intended and unintended consequences of technological advancements for good and ill on institutions and the regulatory relationship between fast-developing technology and slow-moving bureaucracies.

The goal is to explore the importance of data for the public sector and its influence on decision making.

Instructors Bio:

[ALEXIS WICHOWSKI](#) is an adjunct associate professor in Columbia University's School of International and Public Affairs, teaching in the Technology, Media, and Communications (TMaC) specialization. She is also Press Secretary and Senior Advisor at New York City's newly created Department of Veterans' Services, providing support to the City's half million veterans and their families. She has previously served New York City as a Disaster Relief Field Responder, before and during 9/11.

[ANDRÉ CORRÊA D'ALMEIDA](#) PhD, is a political economist and a designer of learning environments with several management and academic leading roles at Columbia University in the fields of international education programs, institutional design and sustainable development. As a trust-builder he strives to develop new collaborative approaches to address issues of coordinated action around the world. He has experience at the management level in the U.S., Europe, South-East Asia, the Middle East and Africa. André has had research published in several areas of Social Economics and Institutional Development and has received multiple research awards. He currently leads programs in NYC, Kazakhstan, Egypt, China and Portugal.

[BETH FISHER-YOSHIDA](#) is Vice Chair of the Faculty of Professional Studies and the Academic Director of the Negotiation and Conflict Resolution program. As Professor of Professional Practice, Dr. Fisher-Yoshida teaches classes in negotiation, conflict resolution, and conflict analysis. Her approach to learning is based on her core belief that when we improve communication by developing more self-awareness, we will have better relationships and improved negotiation practices.

[BRIAN K. PERKINS](#) is the Director of the Urban Education Leaders Program at Teachers College, Columbia University in the Department of Organization and Leadership. He is the former Chair and Professor of Education Law and Policy at Southern Connecticut State University in New Haven, Connecticut. As Chair, Dr. Perkins successfully led his department through the licensure of the University's first doctoral program and full NCATE accreditation.

[CINDY PACE](#) Vice President, Global Diversity and Inclusion at MetLife, is the strategy lead for the Global Women's Initiative, U.S. Diverse Talent, and the Purpose at Work initiatives. She is also a lecturer in professional development and executive education and adjunct professor of organizational leadership at the School of Professional Studies – Columbia University.

[DÉBORA THOME](#) is a visiting Scholar at Institute of Latin American Studies (Columbia University). PhD Candidate at the Universidade Federal Fluminense (Rio de Janeiro - Brazil) she studies how institutions shape women's representation in politics. Beyond her research, she has fought for women's rights in Brazil, speaking in various conferences about feminism and organizing cultural activities and pro-abortion advocacy groups. Debora also trained more than 300 women from all over Brazil planning to run for office in a program of the Brazilian Government Agency for Women's Policy. In her master, she studied Conditional Cash Transfers and policies to reduce inequality. Author of a children's book about Brazilian women leaders called "50 brasileiras incríveis para conhecer antes de crescer". She has just finished a book about women and power in Brazil (coming on April).

[EUGENIA MCGILL](#) is a Senior Lecturer in the Discipline of International and Public Affairs and the Interim Director of the Economic and Political Development Concentration at SIPA, where she directs the Workshop in Development Practice and teaches courses in Methods for Development Practice and Gender, Politics and Development. Her teaching and research interests include the social impacts of globalization, development interventions and development finance, particularly gender-related impacts, as well as innovative and inclusive approaches to development planning.

[KRISTY KELLY](#) is a sociologist specializing in gender equality policies in Vietnam. Kelly's current research project examines how gender equality discourses and practices are engaged, resisted, ignored and otherwise transformed in the process of training policy-actors how to bring a gender lens into development thinking.

[LISA SACHS](#) is the Director of the Columbia Center on Sustainable Investment. Since joining CCSI in 2008, she established and now oversees the three areas of focus for CCSI: investments in extractive industries, investments in

land and agriculture, and investment law and policy. She has developed a robust research portfolio in each of these areas, and has overseen advisory work in Mozambique, Guinea, Tanzania, Malawi, Namibia, Paraguay and Timor-Leste.

[LOREE SUTTON](#), Brigadier General (Ret.), MD is the founding Commissioner for New York City's Department of Veterans' Services (DVS). Established in 2016, DVS is the nation's first municipal-level agency devoted solely to veterans and their families. A career Army psychiatrist, Sutton seeks to demonstrate the essential role of community as the front line of hope and healing, guiding veterans and their families in their journey from 'doing better' to actually 'getting better' – at home, work, school and life. Resilient communities build safety nets for catching falls and springboards for launching goals. This 'whole health' approach, incorporating peer support, arts/culture, holistic services and clinical treatment, lays the foundation for success by restoring trust and overcoming stigma.

[MARIA VICTORIA MURILLO](#) is the director of the Institute of Latin American Studies, and professor in the Department of Political Science and the School of International and Public Affairs at Columbia University. Her research focuses on distributive politics in Latin America, including labor politics and labor regulations, public utility reform, education reform, and economic policy more generally. She is currently working on political party responsiveness to voters and on the conditions that shape the enforcement and stability of institutions.

[NATHALIE MOLINA NINO](#) is the CEO of BRAVA Investments and the writer of LEAPFROG, The New Revolution for Women Entrepreneurs (Tarcher Perigee, a Penguin Random House imprint). She is committed to delivering returns to investors while making a catalytic impact on women in the world. In 2012, while at Columbia University, Molina Niño co-founded Entrepreneurs@Athena at the Athena Center for Leadership studies of Barnard College, with the mission of leveling the playing field for women entrepreneurs.

[SARAH HOLLOWAY](#) has worked in the public and nonprofit sector for 25 years. She is currently a full-time member of the SIPA faculty where she teaches Nonprofit Financial Management and Social Entrepreneurship. In addition to teaching, she runs the school's Management Specialization—a set of courses and activities that support knowledge and skill building in non-profit, for-profit and social enterprise management.

Sarah is a member the Boards of the NYC Foundation for Computer Science Education (CSNYC), The Armory Foundation, Mission Restore, Five One Labs Columbia Entrepreneurship. She is a former board member of The Institute of Play, LIFT Investments, the Ft. Tryon Park Trust, Friends of Public School 187, and the New York City Workforce Investment Board.

[PAOLA BERGALLO](#) is Associate Professor at the School of Law and Adjunct Researcher at the Consejo Nacional de Investigaciones Científicas y Técnicas (CONICET). She holds a J.S.D. and J.S.M. from Stanford Law School, and an LL.M. from Columbia University. Professor Bergallo's work focuses on public law, health rights, access to justice, gender, and socio-legal studies.

[THOMAS TREBAT](#) joined Columbia after a lengthy career on Wall Street dedicated to economic research on Latin America. He formerly served as Executive Director of the Institute of Latin American Studies at Columbia University and of the Institute's Center for Brazilian Studies. Prior to joining ILAS in February 2005, Tom was Managing Director and Head of the Latin America team in the Economic and Market Analysis department of Citigroup. He joined Citicorp Securities in 1996 as the head of Emerging Market Research.