

## COLUMBIA WOMEN'S LEADERSHIP NETWORK IN BRAZIL - YEAR IV 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. 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. 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. Each group will be paired with one advisor to better develop their projects. 7. 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 2023 cohort.

## **9. TUITION AND FINANCIAL AID**

The tuition of the program is of USD 6.500. All selected participants from the 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 25 (Friday)**

**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.*

**Module #2****Strengths Assessment and workshop****May 06 (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.*

**Module #3**  
**International Module**  
**End of June (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					
U.S. Time (EDT)	Monday	Tuesday	Wednesday	Thursday	Friday
1st Session 9AM	<b>Innovative Leadership - Creativity and Design Thinking</b>  <i>Umbreen Bhatti</i>	<b>Strategies for Conflict Resolution</b>  <i>Deborah Reigel</i>	<b>Inclusive Leadership and the Strength of Diversity</b>  <i>Kimberly Cummings</i>	<b>Leveraging Differences to Enhance Collaboration</b>  <i>Natalie Tod</i>	<b>What's Next: Personal Mission Statement &amp; Goal Setting</b>  <i>Rochelle Cooper</i>
Break 10:30					
2nd Session 11:00					
12PM	<i>Lunch break</i>	<i>Lunch break</i>	<i>Lunch break</i>	<i>Lunch break</i>	<i>Lunch break</i>
1st Session 01:30	<b>Gender, Politics and Development</b>  <i>Eugenia McGill</i>	<b>Career Trajectory and Lessons in Leadership - An Overview of What Working with Philanthropy Is</b>  <i>Lisa Dolberry Hancock</i>	<b>Data and Partnerships</b>  <i>Andre Corrêa d'Almeida - aula em português</i>	<b>Innovation and technology in the Public Sector</b>  <i>Sarah Holloway</i>	<b>Defining Final Projects: Guidelines and Orientation</b>
Break 02:30					
2nd Session 03:00 - 04:30		<b>Innovation: what is it, how,</b>			

		<p><b>and when (not) to do it? -</b>  <i>Marianna Sampaio - aula em português</i></p>			
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- *\*Agenda to be confirmed*

**2. 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**

**Inclusive Leadership Intensive**

**September 16 (Friday)**

**09:00 AM - 05:00 PM**

**Rio de Janeiro**

Instructor: Dr. Cindy Pace (Lecturer Organizational Leadership, HCM Program, Columbia University School of Professional Studies; Vice President, Global Chief Diversity, Equity and Inclusion Officer at MetLife.)

*This module seeks to introduce students to the latest theory, research and practice of “Inclusive Leadership,” an evolving framework, for understanding the role of people leaders, teams, and individual contributors in cultivating diverse, equitable, and inclusion environments in companies and organizations. This interactive, intensive course will leverage insights, research, and experiences of leading scholars and practitioners in the fields of leadership, diversity, and inclusion. The content covered is grounded in inclusive leadership development, diversity management, team effectiveness, organization development, and intergroup relations. Students will learn hands-on strategies for fostering inclusion at every level of the organization, and how and why it matters on the overall culture and climate of the organization in a systematic way. Class discussions, assignments, and readings will pose questions such as: How to foster a culture of inclusion? How do we know when inclusion is actually taking place?*

**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.

[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.

[DEBORAH RIEGEL](#) is an instructor of Management Communication at the Wharton School of The University of Pennsylvania, and teaches Leadership Communication for Columbia Business School's Women in Leadership Program. She is also on the faculty for Duke Corporate Education, and has served as a Visiting Professor of Executive Communications at the Beijing International MBA Program at Peking University, China, where she prepared senior leaders from around the world to present and communicate more effectively in a growing global Marketplace.

[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.

[KIMBERLY CUMMINGS](#) is a career + leadership expert whose mission is to help women and people of color navigate the workplace, make more money and become industry leaders. Her personal and professional development company, Manifest Yourself, LLC, provides organizations with tailor-made solutions to hire, develop, engage, and retain women and people of color. Through her experience as a career development adviser in some of the nation's top universities and diversity + inclusion professional in a Fortune 500 company, she has learned that there is so much more to career + leadership development besides having a high paying job; it's about creating actionable strategies that enable professionals to do more, be more, and achieve more. Her highly anticipated book, Next Move, Best Move: Transitioning Into a Career You'll Love, was released in June 2021.

[LISA DOLBERRY HANCOCK](#) leads the Obama Foundation Scholars Program at Columbia University. She was previously a Vice President at Goldman Sachs where she was head of employee community engagement, leading the creation of pro bono advisory programs to strengthen non-profits and small businesses. She also oversaw grants administration and management for the Goldman Sachs Foundation. She has held positions in philanthropic program development and management at Time Warner, TCC Group, the Andrew W. Mellon Foundation, and the Council on Foreign Relations. Lisa is a graduate of the Columbia University School of International and Public Affairs and Drexel University.

[MARIANNA SAMPAIO](#) is Public Executive at the Municipality of São Paulo since 2016. Deputy Secretary for Innovation and Technology (2017-2019) and Legal Affairs (2014) in the Municipality of São Paulo. Master and Ph.D. candidate in Public Administration and Government at Fundação Getúlio Vargas, School of Business Administration in São Paulo (FGV/EAESP), Bachelor of Law at the University of São Paulo (USP). Award for best thesis in the area of Public Administration and Government in 2017 by FGV/EAESP. Cohort (2018-2019) and mentor (2020-2021) of Brazilian Women's Leadership at Columbia Global Center - Rio de Janeiro. Areas of expertise: innovation in government, digital inclusion, digital government, citizen service, and democratic innovation.

[NATALIE TOD](#) is an experienced Talent Consultant and Executive Coach who drives organizational change for fast-moving companies. Areas of expertise include scalable company culture engineering, leadership development, interpersonal/communication skills, peak performance, and strategic growth. Natalie has held senior leadership roles, most recently as Chief Coaching and Learning Officer, and has managed large distributed teams in matrixed organizations. She teaches a course on career readiness at Lehman College in New York City and has facilitated workshops at universities and companies across the US. Natalie is credentialed as Professional Certified Coach, ELI-Master Practitioner, and Certified Leadership Development Specialist, and holds a B.A. in Anthropology and Sociology.

[ROCHELLE COOPER](#) is the Founder and CEO of Success Leaders, an Executive Coaching and Leadership Development firm that focuses on building global senior leader strength and creating high performance teams. Dr. Cooper has spent over twenty years advising and coaching leaders and teams to achieve success in their roles, having coached over 850 leaders, trained over 2000 executives, run over 500 team sessions, and designed and delivered over 200 leadership training programs. Previously, Dr. Cooper worked at JPMorgan Chase, Merrill Lynch and Bell Labs in Talent Management and Organizational Development. She has been on the faculty of Hofstra University's Frank Zarb School of Business, where she has taught Executive Leadership Skills in the executive and traditional MBA programs for the last 14 years. Dr. Cooper has published articles in several leadership journals, and holds a Ph.D. and M.A. in Organizational Psychology from Columbia University's Teachers College. She is currently a member of the HANC Board of Education and has been board president for several community non-profit organizations. She is also Co-Chair of the Athena Leadership Council.

[UMBREEN BHATTI](#) is the Constance Hess Williams '66 Director of the Athena Center for Leadership at Barnard College, where she works with young women building a better world. Previously, Umbreen led the innovation lab at KQED, the Bay Area's NPR | PBS station, and, as a John S. Knight Journalism Fellow at Stanford University, developed and hosted the podcast "Kaleidoscope: Reflections on Islam." Umbreen also serves on the board of Global Press, a news organization dedicated to reinventing the craft and business of international journalism by recruiting diverse populations of local women and training them to become professional, ethical journalists. Beyond media, Umbreen has guided universities, libraries, local government, and nonprofits in their efforts to meet the needs of their communities in new and exciting ways.

[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.

[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.