

HISTORICAL BACKGROUND

The Leadership Foundation Fellows Programme was the very first and only initiative funded by the U.S. Labor Department as a direct result of the Glass Ceiling Commission (1991-1995). Developed to promote leadership opportunities, supportive networks and mentoring, and broad skills for high potential women and ultimately assist them in breaking through the glass ceiling, the programme dovetailed with the Mission of the Glass Ceiling Commission to:

- Eliminate artificial barriers to the advancement of women and minorities and
- Increase the opportunities and developmental experiences of women and minorities to foster advancement of women and minorities to management and decision making positions in business.

The 1994 Labor Department's funding grant of \$200,000 provided the IWF Leadership Foundation the impetus to develop a fledgling initiative into what the Fellows Programme is today. Each, year approximately 15 diverse Fellows have been selected internationally from various fields of endeavour for 25 days of training over the course of the programme year. For 2007-2008 the programme is expanding to include 24 Fellows. Following the programme, these emerging women leaders are invested with the executive skills, insights and 'know how' to not only excel in their fields, but to become part of a global network of women of power and influence supporting each other and empowering women outside of the programme.

PROGRAMME DESIGN

In 1993, the Leadership Foundation set its Fellows Programme curriculum to meet the deficiencies identified by the Glass Ceiling Commission in the following areas:

- Mentoring
- Human Resource Management for Leaders
- Conflict Resolution
- Career Management
- Public Speaking
- Telecommunications & Media Training
- Corporate Governance
- Crisis Management
- Projection of Leadership

The Fellows Programme curriculum was delivered through sessions crafted and produced by the Leadership Foundation (both scheduled in conjunction with IWF conferences and held independently) in addition to a customised training programme especially developed for the Fellows Programme by Harvard University's Kennedy School of Government and Cambridge University's Judge Institute.

PROGRAMME COMPONENTS

HARVARD UNIVERSITY

This week-long programme utilised the case study method of learning, pioneered at Harvard for use in executive education.

IWF LEADERSHIP FOUNDATION FELLOWS PROGRAMME - PAGE 2

The original Harvard curriculum focused on:

- Studies in Leadership through personal Case Studies presented by the Fellows
- Managing Change
- Strategic Management
- Authority and Leadership
- Organisational Communications.

Over the past eleven years, this programme has maintained its core elements while including new topics, such as Negotiating Skills.

In 2004, the Leadership Foundation moved its Fellows programme training from the Kennedy School to the Business School at Harvard. This new partnership, with the world's number one rated business school, will continue the strong curriculum customized and delivered over the past ten years at the Kennedy School while incorporating new topics and teaching methods customised specifically for the Fellows.

LEGACY COMPONENT

The “Legacy Component” is a central programme element. Fellows are required to pass on the skills and knowledge they learn during the programme year to other women in their organisations or communities. Due to the diversity of participants by industry, nationality, and culture, each Fellow chooses, designs and implements the Legacy Project most appropriate to her situation.

MENTORING

This component has evolved over time and transformed its focus from a “mentoring” programme to an “executive development” programme. This is largely due to the fact that mentoring is only one of several valuable components of the Fellows programme that make up the whole executive development and leadership education. In this component, each Fellow is matched with an IWF member who volunteers to serve as her mentor during the programme year. Originally, this was designed to entail a minimum of two weeks (ten days) of shared time together. Today, the Leadership Foundation requires that Fellows and Mentors work together for a minimum of five days.

The Fellows are required to submit a strategic plan for their mentoring component. The Fellows are responsible for managing the relationship and the logistics of the mentor visits.

Over the past eleven years, the Mentoring component has been adjusted to reflect the changing needs of the Fellows, the time demands faced by volunteer mentors, and advances in technology (ease of communicating via email).

Through internal research, the Leadership Foundation learned that the Fellows rate peer mentoring (mentoring one another) highly effective and valuable.

PROGRAMME FACILITATOR

Several years into the programme, a programme Facilitator position was added to provide programme continuity and insights, and to help manage personal issues that might arise within the Fellows Class. The programme Facilitator serves as a consultant attending all Fellows sessions, including the university components. She reports to the Executive Director and CEO and is not responsible for the logistics or operations of the programme or the operations of the Leadership Foundation. The Facilitator provides a thematic thread throughout the year, facilitates discussions when necessary, leads portions of the Fellows orientation and wrap-up sessions, helps the Fellows set ground rules and expectations, and provides advice to the Executive Director on programme content and Fellows dynamics.

CAMBRIDGE UNIVERSITY

In 2000, the Leadership Foundation launched a new programme component in partnership with The Judge Institute of Management Studies of Cambridge University. Reflecting the expanding numbers of nationalities participating in the programme and the realities of globalization, a four-day programme was created to address the topics of global management and leadership. This university component was developed under the direction of the Dean of the Judge Institute, Professor Dame Sandra Dawson, CBE, and Leadership Foundation Board Member and Senior Associate Member of the Judge Institute faculty, Pamela Garside (both of whom are members of the IWF London). Both Pam and Sandra continue to co-direct the Cambridge Program.

Using a combination of Judge Institute faculty and members of IWF London, the training includes topics such as:

- Globalisation and Catch-up at the Firm Level
- Managing Internationally
- Entrepreneurship
- Performance Management, including developing, evaluating and measuring organisational performance
- The Role of Information Technology in Managing Knowledge
- Europe: Business and Government
- Managing Diversity

In addition to coursework on the above subjects, Fellows reflect on and present their thoughts on leadership and women's leadership.