

Stanford | VMware Women's Leadership Innovation Lab

Women Initiative Foundation June 2023 Curriculum

Sparking Innovation: Inclusion, Collaboration, and Teams

Overall: Unleashing the power of diverse, global teams is the leadership challenge of our times. We are often clear of the prize: more innovation, solving complex and thorny issues, and engaged teammates. Yet, we are often less clear about the barriers and how to overcome them. In this workshop we will explore the dark and bright spots of team dynamics and learn research-based strategies in order to foster innovation in today's ever-changing world.

Frameworks, Skills and Tools for Leaders

Proposed number of total participants: 50-60

Program Faculty:

[Lori Nishiura Mackenzie](#), Co-Founder, Stanford Women's Leadership Innovation Lab, and Lead Strategist, Diversity Equity and Inclusion, Stanford Graduate School of Business.

[Caroline Simard](#), PhD, Managing Director, Stanford Women's Leadership Innovation Lab.

Guest Faculty:

[Melissa Jones Briggs](#), Lecturer in Organizational Behavior and Larsen Lam Family Lecturer 2022-2023, Stanford Graduate School of Business.

Format: 5 sessions

Sessions 1, 2, 3 and 5 (60 minutes)

Session 4 (90 minutes)

Session #/ Date	Session Description	Pre-work/Homework	Blurbs
<p>1: Framework (60 min)</p> <p>June 13th Session Time: 8:00 - 9:00 AM (PT) / 11:00 AM - 12:00 PM (ET) / 5:00 - 6:00 PM (CET)</p>	<p>Diversity Drives Innovation</p> <ul style="list-style-type: none"> ● Learning goals <ul style="list-style-type: none"> ○ Link between diversity and innovation ○ Introduction to when diversity is thwarted from having impact ● Topics <ul style="list-style-type: none"> ○ The value of diversity ○ Cultural considerations ○ Norms of inclusion ● Outcomes <ul style="list-style-type: none"> ○ Create a cohort ○ Create goals for participation 	<p>How Diversity Makes Us Smarter</p> <p>The Cost of Fitting In</p> <p>Uncovering Talent</p>	<p>“If people think alike then no matter how smart they are they most likely will get stuck at the same locally optimal solutions. Finding new and better solutions, innovating, requires thinking differently. That’s why diversity powers innovation.” -- Professor Scott Page. In this session, we will get to know each other, discuss current cultural and research trends around Diversity, Equity, and Inclusion in companies, and establish your goals for the series.</p>
<p>2: Framework and Skill (60 min)</p>	<p>Perspective Taking</p> <ul style="list-style-type: none"> ● Learning goals <ul style="list-style-type: none"> ○ Engaging across differences ○ Growth mindset 	<p>Working together is easier if you can distinguish perspective taking from empathy</p> <p>Does Empathy reduce prejudice.</p>	<p>Diversity is not guaranteed to unleash innovation. The ecosystem and context matter. Learn powerful tools for engaging across differences in order to foster a sense of belonging and create</p>

<p>June 15th Session Time: 8:00 - 9:00 AM (PT) / 11:00 AM - 12:00 PM (ET) / 5:00 - 6:00 PM (CET)</p>	<ul style="list-style-type: none"> ● Topics <ul style="list-style-type: none"> ○ Perspective taking: how to draw out more perspectives in interactions and team settings to unleash innovation. ● Outcomes <ul style="list-style-type: none"> ○ Practice in the skill of perspective taking 	<p>or promote it?</p>	<p>conditions for team success. Practice concrete exercises to elicit different perspectives.</p>
<p>3: Skill (60 min) June 20th Session Time: 8:00 - 9:00 AM (PT) / 11:00 AM - 12:00 PM (ET) / 5:00 - 6:00 PM (CET)</p>	<p>Expanding Leadership Reach: Stretch Assignments</p> <ul style="list-style-type: none"> ● Learning goals <ul style="list-style-type: none"> ○ Increase likelihood of having diversity of perspectives for problem solving ○ Identify assignments and opportunities the can expand one’s leadership reach ● Topics <ul style="list-style-type: none"> ○ Stretch assignments ○ Giving and receiving feedback ● Outcomes <ul style="list-style-type: none"> ○ New pathways to career advancement for oneself ○ New ways to grow staff and team members 	<p>To Close the Gender Gap, Focus on Assignments</p> <p>Vague Feedback is Holding Women Back</p> <p>Assignments are a Critical Tool to Achieve Gender Equity</p>	<p>When organizations ask, “Who is promotable?” They look at their immediate bench of talent. We suggest looking one step deeper, at the ways in which people are developed for more career impact. We will discuss the key mechanism to advance leadership: stretch assignments. Then, we will explore these pathways as tools to advance our own careers and to create greater equity in our organizations and teams.</p>
<p>4: Skill (90 min)</p>	<p>Acting with Power with Melissa Jones Briggs</p> <ul style="list-style-type: none"> ● Learning goals 	<p>Using a Mantra to Be a More Inclusive Leader</p>	<p>Your performance of power and presence affects not only how others see you, but also how you see yourself.</p>

<p>June 22nd Session Time: 8:00 - 9:30 AM (PT) / 11:00 AM - 12:30 PM (ET) / 5:00 - 6:30 PM (CET)</p>	<ul style="list-style-type: none"> ○ Increase one’s influence by understanding the body language of power ● Topics: <ul style="list-style-type: none"> ○ Power dynamics ○ Body language ● Outcomes <ul style="list-style-type: none"> ○ Get comfortable with power by adopting an actor’s mindset ○ Identify and leverage the power one holds in a variety of situations 	<p>The Authenticity Paradox</p>	<p>The ability to move gracefully between different hierarchical roles is in large part what it means to be an effective social actor - but most people find they have limited range. This highly interactive session is based on the popular Stanford University Graduate School of Business course and supported by leading social, psychological and gender research. In this interactive session, we will examine three dimensions of performing with power: delivery, status, warmth. We will explore and experiment with physical, vocal, and mindset techniques trained performers use to play authoritative characters, which can make it easier for others to trust your capabilities and visualize you taking charge, and easier for you to calibrate your impact.</p>
<p>5: Tool (60 min)</p> <p>June 27th Session Time: 8:00 - 9:00 AM (PT) / 11:00 AM - 12:00</p>	<p>Sustaining Change</p> <ul style="list-style-type: none"> ● Learning goals <ul style="list-style-type: none"> ○ Change agency ○ Strategic networks ● Topics <ul style="list-style-type: none"> ○ Small wins approach to change ○ Growing impact for yourself and others through strategic networks 	<p>Why Strategic Networks are Important for Women and How to Build Them</p> <p>Reducing Gender Inequality at Work, One Small Step at a Time</p> <p>If GoDaddy Can Turn the Corner</p>	<p>In the final session, we will reflect on our work thus far in order to keep the momentum going far after the end of our work together. We will explore the role of strategic networks in helping us build impact. Attendees will receive a Women Initiative Foundation certificate of completion signed by Lori and Caroline.</p>

PM (ET) / 5:00 - 6:00 PM (CET)	<ul style="list-style-type: none">● Outcomes<ul style="list-style-type: none">○ Tools to build one's networks○ Practices to continue the journey	on Sexism, Who Can't?	
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