



Oxford-Global First Ladies Alliance First Ladies' Leadership Programme

We are delighted to announce a new executive education joint partnership programme between Saïd Business School, University of Oxford and the Global First Ladies Alliance.

Based on prior experience and proven success in training global leaders, this three-and-a-half-day tailored programme has been jointly designed by both partners to develop and strengthen the critical role First Ladies* and their offices can have in advancing the quality of life of the men, women and children in their respective countries. The legacy of their impact can be significant and long-lasting, but First Ladies and their executive teams must be supported to achieve the ambitious objectives they have for their countries.

To do so, the pioneering Global First Ladies Alliance (GFLA) has joined forces with the University of Oxford to shape a programme with the following objectives:

- To enhance First Ladies' awareness and deepen their understanding of globally significant developments within a constantly changing geo-political, economic, social and technological context
- To contribute to advancing their personal leadership skills so they can increase the effectiveness of their objectives
- To create a community of women with the unique potential to effect significant social change in their respective countries, engaging them in a safe space where they can freely exchange personal experience and wisdom for one another's benefit

The style of the programme will be highly collaborative and interactive. First Ladies will benefit from exposure to a series of practical exercises including structured problem-solving group work on real issues and training in business and executive management skills. The programme will include knowledge-sharing sessions and round-table discussions presented by leading Oxford faculty and renowned experts on topics of relevance and interest to this prestigious audience. First Ladies' senior advisors will join First Ladies in select sessions, as well as undertaking sessions on complementary topics in parallel.

** Women are increasingly assuming the positions of heads of state, but given that the majority of spouses are women, this programme focuses on female participants.*

Why the University of Oxford?

Why Saïd Business School?

While Oxford is one of the world's oldest universities, having been established in 1096, it is still consistently ranked as one of the top academic institutions in the world. The 2015 World University Rankings listed Oxford as the third top university globally, and US News and World Report ranked it as number one. As importantly, Oxford's global influence is unparalleled given its highly diverse student body representing 140 countries, with alumni who have gone on to pursue leadership careers in business, government, academia and civil society organisations.

In comparison to its University home, Saïd Business School is very young. Established in 1996, it is strategically poised to provide life-changing learning and experiences for over 1500 students and participants from over 50 countries each year. In 2015, the Financial Times (FT) ranked Oxford Saïd's MBA number one in Europe and seventh in the world for entrepreneurship. In addition, the FT ranked Oxford Saïd's Executive Education open programmes as the top UK school and in the top ten worldwide.

Oxford Saïd and its Executive Education open programme team have spearheaded important global events focused on the critical role of women in the economy. These include the annual event, Power Shift, and also the Women Transforming Leadership Programme.

The GFLA has created a community of talented and committed women poised to capitalise on their unique and highly visible roles to catalyse significant improvements in the lives of their countrymen and women. This programme aims to support the capacity of these leaders to achieve their objectives.

For more information on the partners please visit
www.gfla.org and www.sbs.oxford.edu

Topics to be addressed during the Oxford- Global First Ladies Alliance, First Ladies' Leadership Programme

21st-century issues and global governance

First Ladies need a firm grasp of key global trends and issues that impact their countries, in order to make best use of their influence on policy formulation and social/environmental issues.

One of Oxford's leading members of faculty offers an overview of trends and issues that are having an impact on countries, organisations and societies. We will specifically look at global governance and sustainable development, and engage the First Ladies in discussion about the relevance of these to their countries and agendas.

Potential speaker:

Ian Goldin

Framing personal agendas and challenges workshop

This session provides an overview of entrepreneurial approaches to advancing sustainable social change. By adopting an entrepreneurial approach, the office of First Lady can challenge systems and practices that constrain their countrymen and women from harnessing their talents for the benefit of their families, communities and country.

The speakers will help the First Ladies to better understand the concept, practices, and very importantly the mindset, of entrepreneurship. This will enable them to shape and implement initiatives that go beyond the limitations of venture creation to stimulate broader opportunities, resourcefulness and innovation in their countries.

The speakers will then work with the participants in 'workshop' format to help them clarify and frame key challenges in their countries that may form the basis of each First Lady's agenda. The output may be a newly identified challenge, or one that is re-interpreted in a more strategic context, or re-framed to focus on a more addressable issue. The intention is to sharpen the First Ladies' strategic thinking and focus on addressable problems.

Potential speakers:

*Alison McQuater Cora Neumann
Pamela Hartigan*

Personality and leadership

This session will draw on a psychometric profile completed in advance to help the participants gain a deeper level of insight about their natural style and preferences in interacting with others, leading and communicating. We will explain how to interpret the feedback, what its significance might be for First Ladies and how to recognise and appreciate differences in others. This insight will help First Ladies become more conscious and deliberate in choosing the best way to engage in situations with others in order to get the best outcome. It will also give First Ladies clues as to how they may need to adapt their style in order to be more effective in their leadership role.

Potential speakers:

*John Denton
Megan Joffe*

WWW.GFLA.ORG

Whilst the detailed agenda is still being finalised with input from our stakeholder group, the list below gives an indication of the range and scope of sessions which could be included, depending on priorities indicated by First Ladies, (GFLA), and Oxford stakeholders.

By the end of this session, participants will have:

- a much broader awareness of major issues that may affect the development of their countries
- identified potential 'big questions' that their governments need to address in the short-to-medium term future
- gained a language and terminology with which to engage in discussion about these issues
- started to identify how they might shape their personal agendas to strengthen their country's ability to deal with the potential impacts of these major 21st-century challenges
- increased their confidence to engage in these discussions

By the end of this session, participants will have:

- clarified and re-framed their key challenges
- identified and understood approaches that will be useful in tackling these challenges
- understood the elements involved in applying entrepreneurial approaches to advance economic, social and environmental goals
- understood how entrepreneurial approaches can be applied to the initiatives or challenges First Ladies wish to spearhead during their time in office

By the end of this session, participants will have:

- gained an understanding of their natural style and strengths and how this influences the way they lead
- a framework for recognising and working with personality differences in their teams and stakeholders
- understood how they might be even more effective in their leadership roles by developing flexibility in their style
- the basis for the peer coaching conversations to follow, which will further help them develop their understanding

WWW.SBS.OXFORD.EDU

Developing and running an effective platform

The position of First Lady is one of the most influential and visible roles on the world stage, and often does not have a job description. However, what is clear is that it needs to be supported by an effective executive office. This session will introduce the core components of defining and implementing an effective platform for change. In particular, the session will draw on case studies to examine the strategies and challenges of: aligning the executive office to the First Lady's chosen agenda, outlining a comprehensive strategy for turning that agenda into a set of implementable plans, building momentum, setting up and running a lean, effective office to monitor and manage implementation of plans, and helping to identify the varied but specific roles First Ladies can play to effectively move their agenda forward.

Potential speakers:

Cora Neumann

Gery Ryan

Nicole Brzeski

Peer coaching

This session will build on 'personality and leadership' by providing an opportunity to work in small groups with peers to further understand their leadership style and strengths and to coach each other in how to improve effectiveness. We will provide a framework for the peer coaching, and facilitate the start of these discussions to maximise its value. The profiles will be confidential to the participants and they can decide how much to share with their peers.

Leading adaptive change

First Ladies will be challenged to lead or help to lead many critical changes in national policy and practice. This session will help them identify different types of change, what it will take in order to make change happen, and explain some frameworks, methods and 'tips and techniques' for being an effective leader of change. Different empirically researched models of change tackle different levels of change: some focusing on the 'hardware' (institutional and task-related) aspects, some focusing more on the social and psychological aspects. Of course context also plays a vital part in determining what approach will be successful: for example, sector, social and environmental contexts. The session seeks to explore all of these factors and equip First Ladies with tools to increase their positive impact in leading change initiatives.

Potential speakers:

Ndidi Nwuneli

Richard Pascale

Influencing and negotiating with key stakeholders

Great leaders need to be able to build alliances and support from a wide range of stakeholders in order to achieve significant goals for their organisations or countries. This session will explore different dimensions of influence, give tools and strategies for influencing effectively, and look at great examples of effective influence in action. Subject to timing and priorities, the session will focus on negotiating principles, skills and tools.

Potential speakers:

Alison McQuater

Carmen Suro-Bredie

Tim Cullen

By the end of this session, participants will be equipped with:

- tools for turning the First Ladies' mission and personal agenda into actionable plans
- a review of the operations of their executive office and identification of modifications that might be made to enhance effectiveness
- an understanding of the roles First Ladies can play, and best practices for managing these various roles
- greater clarity and confidence to manage the executive functions

By the end of this session, participants will have:

- shared their insights with peers about themselves and their leadership (to the extent that they wish to share)
- experimented with ideas on flexing their natural style
- identified their personal strengths and potential development areas
- the basis for a personal action plan

By the end of this session, participants will:

- be able to recognise different types of change and calibrate what style of leadership they and others, including elected leaders, will need to deploy in order to successfully lead change
- have a useful framework and tools for thinking about leading adaptive change
- be better able to identify how to tackle their personal agendas if they involve adaptive change

By the end of this session, participants will have:

- an understanding of the difference between power and influence
- a framework and process for effectively influencing a situation or outcome
- an understanding of principles, tools and skills for influencing key stakeholders
- a fundamental understanding of negotiation principles and tools
- a greater range of approaches to the challenge of influencing others and situations

Resourcing and advancing agendas

Defining one's role and determining key priorities is only the first step. To successfully advance her office's strategic objectives, a First Lady must effectively mobilise the right network to support her in transforming her priorities into tangible, sustainable change. We will discuss how women of influence turn ideas into action by understanding and leveraging critical stakeholders and networks. The faculty will guide and facilitate this by relating the potential 'problem landscapes' for their chosen agendas to networks of mentoring, expertise (including solutions already tested) and experience from within the Oxford and GFLA networks. The session will also explore what organisations and initiatives are currently trying to solve similar problems, who is funding these efforts, what networks exist, and what are the key research bodies. Each group will be provided with a preliminary list of top-performing social ventures working to address the specific problem. This will amplify the power of the First Ladies to deliver their potentially transformational initiatives in their countries

Potential speaker:

Pamela Hartigan

Personal action plans

Before leaving the programme, the First Ladies will be provided with this final opportunity to draw together all the elements of shaping their agendas that they have worked through during the preceding sessions, into a coherent and compelling action plan with which to return to their country. They will each reflect on the comprehensive learning they have gained, the actions they have identified and the personal development they need to undertake to be able to deliver on their agendas. We will facilitate the First Ladies to work individually to prioritise and sequence their actions, and to identify critical first steps at both a personal and collective level to start or continue their journey towards successful outcomes. They will then work in small groups to share and test their emerging plans and to generate mutual confidence in their ability to deliver them. We aim to set the First Ladies up for success, enabled by their rich learning, mutual support network and clear, robust plans that will win broad support and commitment from their stakeholders, colleagues and citizens.

Potential speaker:

*Cora Neumann Nicole Brzeski
Gery Ryan*

Communication and evaluation

'Soft power' is at the core of First Ladies' influence, but can be the hardest to measure and communicate. This final workshop will focus on the critical roles of communication and evaluation. The communication component will cover: how to design an effective communication strategy, and how to strengthen both social media presence and traditional media relations. The evaluation component will focus on: methods for evaluation, the role that evaluation plays in effecting change, and methods for communicating results to key stakeholders, including the public.

Potential speakers:

To be confirmed

By the end of this session, participants will have:

- a rich understanding of the problem landscape for their agenda
- identified potential key resources and sources of support for their agendas and a plan for connecting with them, to bridge gaps in their personal knowledge or network
- an initial solutions and resource map, including lessons learnt and resources (including potential funding sources) from others' experience of tackling similar problems
- a clear sense of how they will finalise their plan for securing access to the expertise and a network of resources that will help them execute their agenda or initiative
- a greater sense of others in the group who can be mutually supportive

By the end of this session, participants will have:

- a clear, comprehensive and coherent plan of action to advance their chosen agenda
- clearly identified roles, resources and actions to support the overall plan
- a clear sense of priorities and how they will overcome barriers to successfully delivering
- personal leadership development actions, and clarity about what it will take from them as an individual leader to achieve success
- enhanced confidence and commitment to their plan

By the end of this session, participants will be equipped with:

- a toolkit for designing an effective record-keeping system
- an outline of (or updates to existing) comprehensive communications strategy
- examples of best practices for leveraging social media
- recommendations for building good media relations
- tools for tracking, evaluating and communicating successes to key stakeholders

Illustrative timetable

Thursday	Friday		Saturday	Sunday	
	21st-Century Issues and Global Governance		Leading Adaptive Change	Resourcing and Advancing Agendas/Challenges	
	Framing Personal Agendas and Challenges Workshop			First Ladies	Advisors
				Personal Action Planning	Personal Action Planning
Lunch					
Arrival	First Ladies Personality and Leadership	Advisors Developing and Running an Effective Platform	Influencing and Negotiating with Key Stakeholders	Communication and Evaluation	
	Peer Coaching	Peer Coaching			
Welcome Dinner	Dinner and Evening Activity		Dinner and Preparation for Final Workshop	Conclusions and Farewell	

Preparing for your time in Oxford

Mini-podcasts

First Ladies will have access to a series of podcasts exclusively recorded for the GFLA programme, addressing many of the major issues that may affect the development of their countries. Recorded by University of Oxford faculty and renowned experts, the podcasts can act as a useful preparation tool and a reference library once the programme is completed.



Extending the conversation beyond the Oxford programme

A private community

As part of the First Ladies programme experience, a private online space will be developed to act as a place of knowledge exchange and discussion to enable First Ladies, invited speakers and programme faculty to continue their conversations beyond the classroom. Platform content will be co-created between faculty and First Ladies, and knowledge will be shared during and beyond the programme.

Peer-to-peer coaching

Hosted within the private online space, First Ladies will further enrich reflections from the programme through region-specific peer-to-peer coaching sessions. Options to expand beyond regions can be accommodated.

Mentor matching

To complement and build upon conversations throughout and beyond the programme, First Ladies will have access to University of Oxford and GFLA experts for mentoring sessions throughout the year.

Programme Direction

Programme Director



Alison McQuater

Alison is an Associate Fellow at Saïd Business School, University of Oxford, and Programme Director of the Oxford High Performance Leadership Programme and the Small Countries Financial Management Programme, as well as customised programmes for clients including Grant Thornton, the UK NGS and Discovery Financial Services.

Academic Director



Pamela Hartigan

Director of the Skoll Centre, Saïd Business School, Pamela is the world's leading proponent of entrepreneurship for social change and is actively engaged in a range of international initiatives to promote it. As Director of the Skoll Centre, Pamela is focused on advancing entrepreneurship through leveraging top academic research, rising leadership talent and opportunities for targeted engagement with the global community of innovators to drive large-scale impact on the world's most pressing problems.



Cora Neumann

Founder, Global First Ladies Alliance; Former Senior Advisor, US Department of State

For nearly 15 years, Cora has collaborated with local and national leaders in over 30 countries to help them improve the lives of women and families. In 2009, Cora co-founded the RAND African First Ladies Initiative, now the Global First Ladies Alliance. Most recently, Cora oversaw policy and women's initiatives at Care.com, and served as senior advisor under Secretary Hillary Clinton at the US Department of State. Cora holds an MPH in global public health from Columbia University, and a PhD in international development from the University of Oxford. She is an advisor to the Institute for Global Engagement, Asian University for Women, WIE Africa, and the Millennial Trains Project.

Global First Ladies Alliance

The Global First Ladies Alliance (formerly the RAND African First Ladies Initiative) draws upon eight years of in-depth experience working with more than 30 First Ladies across the globe to assist them as they set priorities, identify strategic partners and generate positive impact. GFLA's programming, developed in consultation with all member first ladies as well as the offices of U.S. and U.K. First Ladies Laura Bush, Rosalynn Carter, Hillary Clinton, Michelle Obama, Sarah Brown and Cherie Blair, supports first ladies, individually and collectively, in their efforts to advance positive change in their communities and around the world.

Potential speakers



Carmen Suro-Bredie

Carmen is the Associate Director, Office of International Affairs, Public Company Accounting Oversight Board (PCAOB)

Carmen's experience spans almost three decades of serving as a trade negotiator on several bilateral agreements between the US and other countries. She was chosen by the US Trade Representative Office (USTR) to establish the first office on environment at USTR, and worked on key issues including intellectual property, among other notable achievements. Carmen also teaches negotiation courses at the Foreign Service Institute.



Nicole Brzeski

Co-founder, Global First Ladies Alliance

Nicole has extensive experience in the areas of public health, women's development, and disaster preparedness and response around the world, including natural and man-made disasters. She serves as co-founder and Executive Director of the Global First Ladies Alliance. Nicole has previously worked for the London School of Hygiene and Tropical Medicine, University of London, and the UCLA School of Public Health.



Tim Cullen

Associate Fellow, Saïd Business School, University of Oxford

Tim has a well-established reputation for his expertise in international economic development policy, multilateral financial institutions and international financial regulation. He is Director of the Oxford Programme on Negotiation, which he created in 2003 with Sherman Roberts.

Tim heads the consulting firm TCA, which advises on issues of economic development, governance and integrity, and reputational risks and opportunities relating to companies and countries. He has been Adviser to the World Bank, where he worked for 21 years, eventually becoming Chief Spokesman and Director of Information.

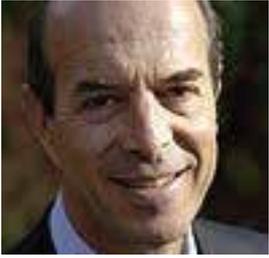


John Denton

Associate Fellow, Saïd Business School, University of Oxford

John specialises in supporting the implementation of strategic change and developing leadership capability on both an individual and organisational basis. As an Associate Fellow at Saïd Business School he has supported a number of executive education programmes for major clients including Royal Mail Group, SABMiller, ARCADIS, BAE Systems, MAN, China Construction Bank, Commerzbank, Nexen and several governments in the Middle East and SE Asia. His roles range from programme design and direction, through to senior executive coaching. He uses a range of approaches, including well-proven psychometric profiling instruments, to provide clients with a more informed and deeper understanding of how to develop their personal style to increase their effectiveness as leaders.

Potential speakers



Ian Goldin

Professor of Globalisation and Development and Director of the Oxford Martin School at the University of Oxford

Ian is an economist with an international reputation in the field of macro and international economics. In addition to his role at the Oxford Martin School, he is a Professorial Fellow at Balliol College, Oxford. Before taking up his position as the Oxford Martin School's first Director in 2006, Ian had been Vice President of the World Bank and the Bank's Director of Development Policy. From 1996 to 2001, Ian was Chief Executive and Managing Director of the Development Bank of Southern Africa and served as an advisor to President Nelson Mandela.



Megan Joffe

Chartered Clinical Psychologist

Megan is an organisational and clinical psychologist who works mainly in the assessment and development of senior people, including doctors. She is particularly interested in how the individual and the system influence one another.

Her experience extends to the development of leadership teams, leading change, and experiential learning. She is also an executive coach and facilitator.



Henriette Kolb

Head, IFC Gender Secretariat, International Finance Corporation; Former CEO, Cherie Blair Foundation for Women

Henriette is Head of the Gender Secretariat at IFC, a member of the World Bank Group. Before joining IFC, Henriette served as CEO of the Cherie Blair Foundation for Women, where she remains a senior advisor. Henriette also serves as a member of former Secretary of State Hillary Clinton's International Council on Women's Business Leadership. Earlier in her career, Henriette was the UN representative in the Middle East Quartet team, and held positions as governance advisor with the European Commission Delegation to Tanzania, the German Technical Cooperation Agency in Germany, and the Friedrich Ebert Foundation in Tanzania. Henriette holds an MSc in development studies from the School of Oriental and African Studies in London and an MA from Freiburg University, Germany.



Anita McBride

Executive-In-Residence, School of Public Affairs, American University; Former Assistant to President George W. Bush & Chief of Staff to First Lady Laura Bush

Anita is the Executive-In-Residence at American University in Washington, DC, where she directs national conferences on the legacies of America's First Ladies. Additionally, Anita is an advisor to the George W. Bush Institute. She has served in the White House for two decades and three presidential administrations, including as an assistant to President George W. Bush and Chief of Staff to First Lady Laura Bush from 2005 until 2009. Anita co-founded the RAND African First Ladies Initiative, and is also involved as senior advisor or member of the US-Afghan Women's Council, the J. William Fulbright Foreign Scholarship Board, and the Laura W. Bush Women's Initiative Policy Advisory Council.

Potential speakers



Nदि Nwuneli

Social Entrepreneur and Co-founder of AACE Food Processing & Distribution

Nदि is co-founder of AACE Food Processing & Distribution, an indigenous agroprocessing company, and a Partner and Director at Sahel Capital, an advisory and private equity firm focused on the agribusiness landscape in Nigeria.

Nदि has 19 years of experience in international development and business management, working with multinational firms, the public sector, and international organisations on a range of initiatives across West Africa.



Gery Ryan

Senior Behavioral Scientist and Assistant Dean, RAND Corporation

Gery is assistant dean for academic affairs at the Pardee RAND Graduate School and a senior behavioural scientist at the RAND Corporation. He has done extensive fieldwork in Africa, Latin America, the Middle East, and the United States. Trained as a medical anthropologist, Gery has conducted research on decision-making processes, ethnographies of healthcare, and the integration of qualitative and quantitative methodologies. Gery specialises in applying systemic methods to qualitative research and designing tools for formative, process, and summative evaluations. Gery received his PhD in cultural anthropology from the University of Florida.

Contributors the programme may draw upon:

Anke Hoeffler

Research Officer at the Centre for the Study of African Economies

David Johnson

Associate Professor in Comparative and International Education (Developing Countries)

Gordon Clarke

Director, Smith School for Enterprise and the Environment

Hugo Slim

Senior Research Fellow at Oxford Institute for Ethics, Law and Armed Conflict (ELAC) in the Department of Politics and International Relations

Jo Boyden

Professor of International Development at the Department of International Development and Director of the innovative Young Lives study

Joost Vervoort

Scenarios Officer for the CGIAR Research Programme 7, Climate Change, Agriculture and Food Security (CAAFS) at Oxford Environmental Change Institute

Kazem Rahimi

James Martin Senior Fellow in Healthcare Innovation at the University of Oxford

Linda Scott

DP World Chair for Entrepreneurship and Innovation, Saïd Business School

Marc Ventresca

University Lecturer in Strategic Management, Saïd Business School

Michael Green

CEO, Social Progress Indicator

Dates for the first programme will be:

Thursday 6 – Sunday 9 October 2016

Location: Saïd Business School, University of Oxford, UK
Programme Fee: £6,000

To find out more about this new programme please contact:

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