



KPMG Executive Leadership Institute for Women

**A leadership development series created by the
KPMG Network of Women and *The Leader's
Edge/Leaders By Design***

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The need for effective leadership has never been more important than it is right now. The KPMG Executive Leadership Institute for Women (KELIW) is designed to equip participants with a deep understanding of the principles and practical skills that will allow them to achieve leadership excellence in today's workplace.

- Created by KNOW in collaboration with *The Leader's Edge/Leaders By Design*
- A locally based program for highly talented executive women who currently hold significant leadership positions
- Practical instruction in leadership development that delivers immediate impact and workplace application
- A certificate-based curriculum developed and taught by experienced executives, who are also trained psychologists, researchers, and PhDs—most with more than 30 years of experience in executive coaching, leadership development, and career counseling
- A program of four half-day leadership sessions conducted over the course of a year, reinforced with monthly virtual meetings that provide personalized instruction and support from trained facilitators
- An opportunity for networking with a diverse group of senior women executives who represent a cadre of prestigious global companies
- Distinct design that provides continuity, instruction, and networking for practical application to individual work environments
- The opportunity to enhance individual awareness and development through the use of reliable and valid assessment tools
- A limited enrollment that helps ensure effective and individualized attention
- Timely, convenient, and cost effective
- Continuing professional education credits provided

Continuous Learning

KELIW comprises four half-day classroom sessions held on a quarterly basis over a year. The sessions are hosted at a KPMG office, or at an alternative location close by.

Attendees will participate in a combination of mini-lectures and interactive discussions around case studies and real-life leadership challenges. Lunch will be provided at the conclusion of each session to allow participants the opportunity to network.

Monthly facilitated discussions will be held virtually or in person with smaller cohort groups.

Cohorts will discuss the application of the learnings to their own individual situations, receive guidance on and reinforcement of the principles learned from previous sessions, and discuss reading assignments. The year's program culminates in a final cohort session and graduation ceremony.

Candidates for KELIW are women with significant years of leadership experience. The requirements for joining as a participant include being sponsored by your company and being a high-performing, high-potential woman at the director level or above. All participants will be matched to an appropriate group of peers for the cohort groups.



“ The Executive Leadership Institute for Women was an excellent, enriching professional development opportunity that I highly recommend to women executives who want to manage their careers with better intention and purpose. The curated content and accompanying personal assessments sharpen leadership skills, widen perspectives on women in the workplace and bring greater self-realization and awareness, bolstered by the strong support and real-life applications of the cohort sessions. The incredibly talented team at *The Leader's Edge/Leaders By Design* was exceptional, as were the diverse women executives who participated, many of whom are now not only part of my core career network, but also friends. We learned to maximize workplace interactions and impact, advocate, mentor, thrive and enhance our resilience for challenging times. My year in this program was nothing short of transformational.”

– **Vonda T. Hampton,**
Director, Global
Marketing and
Communications,
APCO Worldwide

Curriculum

Session I: June 9, 2022

8:00 a.m.–2:00 p.m.

Building Self-Awareness & Understanding Your Leadership Style

This session deals with the interpersonal aspects of leadership and addresses how to effectively engage with others in the workplace. Participants will use an online assessment instrument to determine their predominant leadership style and gain insight into the four unique dispositions of leadership. Participants will further explore: how to apply or “flex” each of the dispositions to appropriate workplace situations; how to interact successfully with others; and learn the benefits of appreciating, understanding, and integrating the different leadership styles.

The session will also discuss how strategic networking remains an important leadership tool despite the remote and hybrid environments of today. In addition, participants are provided with the opportunity to examine the role of networking in achieving their professional and organizational goals. A discussion on how confidence effects relationships in the workplace will also be included.

At the conclusion of this session, a participant should be able to:

- Understand her predominant leadership style and how it interfaces with others
- Adapt her leadership style to the situation, environment, or individual(s) she is working with and leading
- Assess her network and utilize new skills/strategies to improve her network and build key stakeholder relationships for all work environments (in-person, hybrid, and remote).



“ Having the opportunity to hear from and connect with other senior female leaders regarding their careers and journeys was extremely impactful. I found hearing the stories of others helped me balance my own story—you know the story we all tell ourselves such as “am I good enough” or “I didn’t get that job because....” The openness and transparency brought through expert cohort facilitation was refreshing and useful. I would also say that the program assignments provided a pull-through and created a good platform for the cohort discussions and the take-aways.”

— **Kellie Bickenbach,**
Senior Vice President,
Enterprise Operational
Risk, Fannie Mae

Curriculum (continued)

Session II: September 15, 2022

8:00 a.m.–1:00 p.m.

Leading Change and Leveraging Your Influence

This session focuses on organizational dynamics and influencing tactics, including how and when to use them to motivate, enact change, or move an initiative forward. When we think about leading change, we must consider the many changes occurring in the workplace that can affect the decision-making process. Participants will analyze their ability to influence others to achieve organizational goals and further learn how to align their influencing style and tactics with both their stakeholders and the current conditions impacting their organization.

This interactive session will include a case study that provides participants with the opportunity to practice matching their influencing tactics with the business interests of key stakeholders.

At the conclusion of the session, a participant should be able to:

- Identify her influencing style
- Understand a variety of influencing tactics and how and when to use them
- Determine how to best reinforce or modify stakeholder relationships to build a coalition to support their actions
- Identify techniques for maintaining stakeholder relationships given a hybrid work environment.



“ I would recommend this program because it examines topics that many professionals deal with today. Learning how important it is to network, recognizing your skills, strengths, and what you bring to the table, and how to navigate through difficult work relationships. I have already begun applying many of the takeaways from the program that include building my self-brand and mentoring other women in the company to help their development. Overall, it is a great program that allowed me to professionally self-reflect on skills I need to improve, gain, or strengthen.”

— **Carina Johnson, Senior Vice President of Servicing, Walker & Dunlop**

Curriculum (continued)

Session III: November 3, 2022

8:00 a.m.–1:00 p.m.

Being Resilient: A Key to Leadership Success

With professional burnout running rampant in the workplace, it is more important than ever for leaders to build and expand their resiliency reservoirs. This session will provide participants with an opportunity to reflect on and assess their personal level of resiliency in several areas. They will also identify steps to become more proactive in building and maintaining their resiliency in the workplace in order to manage times of rapid and disruptive change or periods of increased stress. Strategies and tips for building team resiliency will also be explored.

At the conclusion of this session, participants should be able to:

- Identify their own state of resiliency, current areas of strength, and areas to develop
- Understand the relationship between resiliency and leadership performance
- Develop an action plan to build energy reserves and exercise their own resiliency muscles
- Implement strategies for preventing burnout in team members as they face new challenges.



“ Being a part of the 2020 Class of the KPMG Executive Leadership Institute for Women provided me with insights and resources to increase resiliency during a year when it was never needed more. Beyond learning more about myself as a leader, I had the privilege to meet monthly with an amazing group of women in senior executive positions. We shared ideas, coping mechanisms, and recognized and encouraged the strengths—and opportunities—we saw in one another. I believe we are all better positioned for professional success now and in future chapters. I thoroughly enjoyed the program and highly recommend it.”

– Michele Jerome,
Senior Vice President,
Enterprise Operations,
MCI USA

Curriculum (continued)

Session IV: January 19, 2023

8:00 a.m.–1:00 p.m.

Accelerating Success: Strategies for Career Growth

Participants will be led through an interactive session focused on taking greater control over their careers and will be provided with helpful tools and guides. During the session, each participant will explore her own skills, strengths, accomplishments, and career interests. A gap analysis will determine which experiences, skills, or resources each participant needs to acquire to achieve her career goals and potential. Additionally, participants will explore their “brand” and learn the importance of defining it.

The session will conclude with a discussion on how to move forward in their career development journey, whether it will be towards finding sponsors, communicating their strengths, strengthening their network, or other professional endeavors.

At the conclusion of this program, each participant should be able to:

- Understand her predominant strengths and skills and how they impact performance
- Assess her personal “brand” and develop a strategy to gain visibility and support for her goals, including specific considerations for remote and hybrid environments
- Determine the skills, experiences, and resources needed to grow her career.

Graduation Celebration: Late February 2023

Location to be determined.



“ The Executive Leadership Institute for Women has taught me invaluable skills which have made a significant impact on my career. The program gave me important personal insights into my own professional development and introduced me to talented and influential leaders in the Philadelphia region. These relationships, across industries, have taught me so much about leveraging influence and navigating the politics of management and success. I’ve recommended the program to several members of my team and supported them as they advanced through the curriculum. I’m very proud to be part of a network of women that have been enriched by this program’s principles.”

– Nicole Gold
VP, Operations
Independence Blue Cross

About KNOW

The KPMG Network of Women (KNOW) was originally established in 2003 in three cities and has grown to 64 chapters. KNOW plays a major role in supporting the advancement of women at KPMG.

The objectives of KNOW are to foster an inclusive environment where women can thrive; increase networking opportunities for women; connect KPMG women to women in the marketplace, positioning them for market development opportunities; develop mentoring relationships; further the development and advancement of women; and provide a forum for women to share experiences and support each other in personal and professional pursuits. KPMG is a recipient of the prestigious Catalyst Award, an honor given to only a select few organizations in recognition of their programs to support and advance women in business.

About *The Leader's Edge/Leaders By Design*

The Leader's Edge/Leaders By Design is a leadership development and executive coaching firm dedicated to the growth and advancement of executive and high-potential men and women. Through tailored programs, leaders refine their communication styles, strategic thinking, networking skills, impact and presence, and political awareness in order to capitalize on potential opportunities and achieve high-impact results for their organizations.

KPMG is committed to leadership excellence. In forming KELIW, we have teamed with *The Leader's Edge/Leaders By Design* to create a sophisticated curriculum and successful program.



“ The ELIW program was incredibly impactful to me both personally and professionally. Having the opportunity to connect and collaborate with so many incredible women who all had similar leadership challenges was eye opening. The topics we covered spanned from building personal resiliency and self-awareness to leading change, and the conversations we had during the sessions were not only impactful, but also helped me to consider other perspectives and approaches. I walked away from the program with a renewed confidence and wonderful relationships with diverse women in leadership roles. ”

– **Kate McKinnon**
Head of Human Resources,
Playfly Sports

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