

Women's Leadership Development Certificate Program

This certificate program was designed for professional women who want to take on a leadership role, advance their careers, or build leadership competencies to contribute more to their teams and organizations.

Session I: The Role of Gender at Work: Dealing with Implicit Bias & Developing Inclusive Workplaces

Most women in a leadership role face a very common dilemma: if she's a strong, assertive leader, she's viewed as domineering and abrasive, encountering resistance as a result. If she isn't assertive enough, she's viewed as weak and a pushover, making it hard to get support within the organization. In this session, you will examine various forms of implicit bias and this very common double standard. In addition, strategies to build inclusive workplaces will be identified.

Objectives:

- Identify different forms of implicit bias faced by women
- Discuss methods to navigate the double-bind dilemma
- Develop strategies to build inclusive workplaces

Session III: Strategic Communication & Conflict Management

This session presents opportunities to practice the core elements of strategic communication such as giving effective feedback and demonstrating listening skills. You will also be given methods to develop your capabilities in having difficult conversations and managing conflict.

Objectives:

- Present and practice three core principles of strategic communication: providing useful feedback, asking effective questions, and listening actively
- Identify diverse styles of managing conflict and their applicable situations
- Resolve conflicting situations as a leader through strategic approaches and effective communication
- Practice skill development in how to prepare and handle difficult conversations

Session II: Leading with Power and Influence

In this session, you will be introduced to sources of power held by individuals, different strategies to influence others effectively, and ways to effectively use your power and influence.

Objectives:

- Introduce various sources of power held by individuals
- Provide a model of nine different influence tactics
- Discuss and apply these aspects of power and influence to various workplace scenarios
- Develop effective methods to proactively increase your overall influence and leadership impact

Session IV: Emotional Intelligence and Leadership Styles

This session introduces you to a model of emotional intelligence, its component competencies, and methods to develop EI to increase leadership effectiveness. You will also become aware of your personal leadership style and identify ways to strengthen your repertoire of leadership styles. Finally, you will begin to integrate your learning and reflections on gender and leadership into your personal leadership development plan.

Objectives:

- Introduce a model of EI competencies and apply EI to diverse scenarios
- Identify strategies to develop EI
- Understand your personal style(s) of leading
- Recognize how to apply a range of leadership styles to various work situations, to effectively work with others and address workplace challenges
- Present a leadership development framework to guide your personal leadership development

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About the Instructor



Margaret (Miggy) M. Hopkins, Ph.D. is a Professor of Management in the Neff College of Business and Innovation at The University of Toledo, teaching leadership and management at the Executive MBA, MBA, and upper-undergraduate levels. Dr. Hopkins has been an executive coach for over 20

years and is a Board Certified Coach credentialed by the Center for Credentialing and Education. She has worked with a broad array of clients in the service, manufacturing, education, government and non-profit sectors. Her recent consulting practice focuses on leadership development and executive coaching, particularly gender and leadership, the development of emotional intelligence competencies and resonant leadership. Dr. Hopkins' research interests align with her consulting practice: leadership, leadership development, emotional intelligence, and gender and leadership. She was recognized internationally for her research; and her university has recognized her with teaching and service awards. Her research has appeared in such journals as the *Annual Review of High Performance Coaching and Consulting*, *Career Development International*, *Consulting Psychology Journal*, *Human Resource Management*, *Journal of Applied Behavioral Science*, *Journal of Business Ethics*, *Journal of Management Development*, *Journal of Management Education*, *Journal of Managerial Psychology*, as well as in several edited volumes. Prior to joining academia, she held a number of managerial and leadership roles in the public sector including Chair of the Board of Education for the Cleveland, Ohio Municipal School District; Co-Director of the Mayor's Office of Competitiveness in Cleveland, Ohio; and Deputy Director of the Governor's Office for Northeast Ohio. She earned her undergraduate degree from Boston College, and her masters' and doctoral degrees in Organizational Behavior from Case Western Reserve University.

Certificate Program Details

Total Number of Sessions Required

- To earn a certificate, participants must attend all 4 sessions
- Individuals can attend individual sessions without earning a certificate

Delivery

- Synchronous via Zoom or other platform
- 3 hours per session (9am-12 noon OR 1pm-4pm)

Additional Information

- 360° assessment tool to receive and analyze feedback
- Two individual executive coaching sessions focused on leadership development and career aspirations
- "Live" cases and other exercises that allow you to interact with the material and put your skills into practice
- Access to the latest research on what makes women leaders successful
- Structure personal reflection
- Integrate your learning and reflections on gender and leadership into your personal leadership development plan

If you wish to tailor this program for onsite training at your company, please contact Carrie Herr, CFCI Director, by calling 419-530-2037 or via email at carrie.herr@utoledo.edu.