



Chief Executive Women

# LEADERS PROGRAM

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The CEW Leaders Program is a bespoke leadership program developed to inspire and equip women to fulfill their leadership potential. The program provides women with the skills to take their place alongside men so that organisations deliver the best possible outcome for customers, shareholders and the community.

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## About CEW

Chief Executive Women is the pre-eminent organisation representing Australia's most senior women leaders from the corporate, public service, academic and not-for-profit sectors.

For further information about CEW see: [www.cew.org.au](http://www.cew.org.au)

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# CEW LEADERS PROGRAM

## Why Participate?

Our aim is twofold. To inspire and equip women to take on executive leadership roles to fulfill their leadership potential and to raise awareness with the CEOs of participating organisations of the value of having high performing women at the Executive level to strengthen diversity in the leadership.

The CEW Leaders Program is personal, collegiate, challenging and most importantly provides time for reflection. Designed and facilitated by CEW members it provides, a different lens on leadership, a fresh look at navigating the corporate world, time for personal and collective reflection, pathways to build confidence, and networks to fulfill goals through people-to-people connections.

## Objectives

- **Evaluate**, recognise and further develop leadership potential.
- **Identify** and commit to areas for personal and professional development through the personal audit.
- **Give** participants a better understanding of a range of different organisational cultures and how to operate in these environments.
- **Build** relationships and take a leadership role in supporting men and women.



'Oh Wow! Every subject covered gave me something I didn't have before embarking on the program, but I think I got the most about how to be a better communicator from the 2-Day Q Station workshop.'

## PROGRAM TOPICS

- Leadership and Influence
- Confidence, Status and Power
- Defining Relationships
- Leading for Performance
- Technology, Balance and Career
- Lessons from the Top Table
- The Personal Audit

*The program is offered annually in:  
Sydney, Melbourne, Brisbane, Perth and Singapore.*

## Benefits

The Leaders Program brings together women from a wide range of industries and sectors and provides participants with a unique opportunity to further develop their leadership.

### Participants benefit by:

- **Building** networks with colleagues from different industries.
- **Gaining** exposure to CEOs and senior executives of participating organisations.
- **Developing** skills, confidence to prioritise personal and career plans.

### Organisations benefit by:

- **Exposing** their participants to different ways of doing things and learning from a range of different industries
- **Developing** the confidence and leadership potential of their participants.
- **Participating** in the alumni network for the Leaders Program, CEW Connect.

# BACKGROUND INFORMATION 2021

## About Chief Executive Women

Chief Executive Women is the pre-eminent organisation representing Australia's most senior women leaders from the corporate, public service, academic and not-for-profit sectors and offers programs to support and nurture women's leadership potential.

Founded in 1985 CEW has over 650 members whose shared mission is women leaders enabling women leaders.

For further information about CEW and its programs see [www.cew.org.au](http://www.cew.org.au)

## About the CEW Leaders Program

The program is offered in Australia, (Sydney Melbourne Brisbane and Perth) and also in Singapore. In 2020 there were 190 women participating in the program from 42 organisations among them 20 of Australia's largest corporations.

In 2021 the CEW Leaders Program will be offered in 6 locations as outlined in the calendar. Each Program comprises a full 7 days spread over 3 blocks approximately 6 weeks apart.

The content is structured around the themes of leadership by exploring power, status, collaboration and communication; defining personal leadership styles; the leadership shadow; developing and maintaining relationships including with the executive and the Board; careers and technology and leadership.

Executives are invited to speak on these topics and participants explore the issues in workshops as well as incorporate them into their personal audit. Sessions are designed to stimulate discussion and to challenge participants so they step up to senior executive roles with confidence alongside their male colleagues for the benefit of the organisation, shareholders and the community.

Participants have the opportunity to learn directly from senior women and men who have been in CEO and Board roles and raise issues in a collegiate and supportive environment.

## Who is the program aimed at?

The target audience is female leaders who have been identified in the organisation's talent pool and have held their current senior managerial role for at least five years.

Participants in the program have been at a senior manager level within large organisations; more than 40 organisations participated in 2020 and include Allens, AMP, ANZ, ASX, Australian Army, Australia Post, Hanson, Macquarie, QBE, Ramsay Health Care, Reserve Bank of Australia, Tabcorp, The University of Sydney & Vicinity Centres.

## What is the role of the CEO and Sponsor?

The CEO and sponsor are encouraged to meet with the participants a couple of times during the year to discuss their experiences and view how this program has contributed to their personal and professional development. It is suggested that the first meeting take place prior to the commencement of the program and the second meeting scheduled for mid- program.

## Program Facilitators

CEW Members including

- Dagmar Schmidmaier AM
- Lynette Mayne AM
- Amanda Mostyn
- Kathleen Bailey-Lord
- Karen Penrose



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'I increased my network within my organisation, and I felt very valued to be selected for the program.'  
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# SELECTION GUIDELINES 2021

These guidelines have been prepared with help from participating organisations to assist in the selection of the most appropriate candidates from their internal talent pool.

- Participants are usually selected from a talent identification program run by the participating organisation from different areas of the organisation. Participants have commented that they have developed new networks within their own organisation and seen this as an important benefit of participating in the program.
- Some organisations ask senior executives to nominate candidates (criteria may include seniority, high performer, role model, criticality to business, successor, responsibility) and then those candidates are invited to apply through a written application asking them to highlight why they would like to participate and what they would like to gain from the program.
- We suggest that the CEO meet with the successful candidates as the final step in the selection process as it is very motivating for the candidates to know they have the direct support of their CEO.
- As part of the introduction to the program some organisations invite the selected candidates to meet with the previous years' participants to hear their views of the program.
- Participants in the program have been at a senior manager level within large organisations, for example participant organisations in 2020 included: Allens, AMP, ANZ, Australian Army, Hanson, Macquarie, QBE, Ramsay Health Care, Reserve Bank of Australia, NSW Rugby, Tabcorp, The University of Sydney, Vicinity Centres, etc. As organisations have very different structures and titles it is sometimes difficult to compare across organisation.
- The titles of recent participants include, National Accounts Manager, Chief Legal Counsel, Partner, Manager QA and Testing, Manager Strategy and Sustainability, Head of Business Services, Head of Strategy and Finance, Senior Associate Mergers and Acquisitions, General Manager People, General Manager Customer Services, Sales Director Southern Region, Director Health Operations, Executive Director HR and Change Management. Participants are typically 2-3 reporting levels from the CEO.
- The majority of participants have been in a senior managerial role for at least five years.
- In addition to CEO support, each participant should have an executive sponsor within the organisation. This could be their line manager, Head of HR or in NFP organisations the Chair of the Board. In some organisations the CEO will meet with the participants a couple of times through the year to discuss their experiences and views. This is the most successful model from the participants' point of view. In other cases it is a senior executive who meets with participants.
- Where there is a CEW member on the Board of the participating organisation that member may also meet with the participants informally.
- Some organisations have engaged a personal coach for participants. Participants who have had this experience have valued it highly.

## LEADERS PROGRAM – 2021 CALENDAR

Australia & Singapore

|           |                       |                     |                             |
|-----------|-----------------------|---------------------|-----------------------------|
| Brisbane  | 18th - 20th May       | 13th - 14th July    | 10th - 11th August          |
| Melbourne | 1st - 3rd June        | 27th - 28th July    | 31st August - 1st September |
| Perth     | 16th - 18th February  | 24th - 25th March   | 21st - 22nd April           |
| Sydney 1  | 2nd - 4th February    | 2nd - 3rd March     | 5th - 6th May               |
| Sydney 2  | 14th - 16th September | 13th - 14th October | 3rd - 4th November          |
| Singapore | 28th - 30th September | 26th - 27th October | 24th - 25th November        |