During Today’s Session

- All attendees will be in listen-only mode
- Technical issues? Log out and log back in.
- Session is being recorded
- Questions should be submitted using the Q&A panel
- Please complete the survey that will pop up at the end of the webinar

If you experience any technical difficulties in today’s session, please send a note through the Q&A panel.
The world’s most trusted source of **compelling and provocative ideas** influencing businesses today and tomorrow.
Delivered through flexible, engaging learning experiences—designed for impact, speed and scale.

Cohort-Based
Live virtual learning

Self-Paced
Personalized learner-driven

Face-to-Face
Residential or on location
Introduction

Cherie Matthews  
Vice President, Leadership and Development, Capital Group

Amy Bernstein  
Vice President and Executive Editorial Director and Editor, Harvard Business Review  
Harvard Business Publishing
About **Capital Group**

A Leading Asset Management Firm Based in Los Angeles

Since 1931, Capital Group has been singularly focused on delivering superior, consistent results for long-term investors using high-conviction portfolios, rigorous research and individual accountability.

Global Presence - 32 offices in 15 countries.

7,800+ Associates.

$2.1 Trillion Assets Under Management. as of Sept 2020

**Our mission**

Improving people’s lives through successful investing

“People are our greatest asset and we will continue to invest in their development.”

The Capital Group Long-Term Strategy
Leadership Development Offerings

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<th>Core Programs</th>
<th>Nomination Programs</th>
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<td>All leaders expected to participate.</td>
<td>Participants are nominated based on performance and potential.</td>
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<td>Senior Business Leaders &amp; Directors</td>
<td>Capital Leadership Immersion</td>
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<td>Senior Managers</td>
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**WLC Nomination Guidelines**

- Higher potential women Senior Managers and Managers – as identified in annual talent review.
- CLP is a prerequisite for WLC SM program; CLF for WLC Mgr.
- Strong consideration for racial/ethnic diversity.

Can balance business priorities with rigor of 6-month program – high level of commitment needed.
# Women Leading Capital Overview

Intended to deepen and diversify CG’s leadership bench strength with a focus on higher potentials. Robust and enriching development experience designed to accelerate the development of our women.

**Target Audience:** Higher Potential Manager and Senior Manager Women (separate cohorts, but same content)

**Cohort:** Global; 36 Participants

**Program Duration:** 6 Months

**Time Commitment:** 3 hours per week

## Formal Learning
Harvard’s robust leadership curriculum.

- 6 Harvard-led webinar sessions.

## 360 Assessment
Formal 360 assessment conducted by Korn Ferry that measures 22 discerning competencies.

## 1:1 Coaching
Individualized coaching by Harvard executive coaches.

## Advocates
Advocates are participant’s manager’s manager.

- Provide exposure to leadership team.

## Real Talk Teams
Small group discussions and peer coaching to deepen learning.

## Conversation Cafes
CG business leaders share leadership stories that align with curriculum topic.

## In-Person Events
Kickoff and capstone in-person sessions designed to explore topics and build cohort connections.

## Philanthropic Event
Pay it forward and demonstrate leadership within the community.
## Compelling Leadership Curriculum

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<th>Leading with Courage and Resilience</th>
<th>Expressing Your Leadership Voice</th>
<th>Strengthening Your Networks</th>
<th>Capstone</th>
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<tr>
<td>• Confidence and Pride</td>
<td>• Tackling Ambiguity</td>
<td>• Communicating with Impact</td>
<td>• Recognizing Criticality</td>
<td>• Refining Leadership Purpose</td>
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<td>• Relationships, Networks</td>
<td>• Embracing Imperfections</td>
<td>• Resolving Conflict</td>
<td>• Building Relationships</td>
<td>• Aligning Purpose, Work and Life</td>
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<td>• Unconscious Bias</td>
<td>• Accelerating Leadership</td>
<td>• Adapting Communication Approach</td>
<td>• Diversifying Network</td>
<td>• Identifying Cultural Norms that Create Barriers</td>
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<td>• Caring for Your Whole Self</td>
<td>• Taking Measured Risks</td>
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### Course Details

**In-Person (2 Days):**
- 6 Harvard-led webinars; formal 360 assessment; 1:1 coaching; Real Talk Team discussions; conversation cafes, advocates, and philanthropic event

**In-Person (1.5 Days):**
- Time commitment is up to 3 hours per week (except for Kickoff and Capstone) during 6-month experience.
Business Leader Advocates

- Advocates are participant’s manager’s manager (two levels up).
- 12-month commitment.
- Meet 1:1 participant at least 4x/year - participant initiates and drives meetings.
- Honor time with participant and makes it a priority.
- Guide/coach participant.
- Share leadership journey – lessons and failures.
- Offer guidance on how to navigate the organization.
- Connect participant with other leaders
- Endorse them for high visibility projects and in talent discussions.
- Act as a WLC program ambassador.

Conversation Cafes

- Speakers are Senior Business Leaders.
- Join kickoff/capstone (in person) or virtual session (on video).
- Attend a program overview.
- Speak for 30-40 minutes and Q&A for 20 minutes.
- Share leadership stories, experiences, and lessons learned that align with curriculum topic.
- Share personal insights with gender bias and offer strategies to address.
- Foster openness and candid discussion.
Maximize Your Experience in Women Leading Capital

- Create space to fully participate and engage.
  - Proactively set aside time on your calendar for the sessions, assignments, reflection and actively developing yourself.
- Connect and build relationships with participants in the cohort and learning circles.
- Be open and vulnerable while exploring topics and sharing stories.
- Challenge assumptions, push your thinking, experiment with new ideas and reflect on learnings.
- Share insights with your manager, team and peers.

In her own words...

Monica Nirenberg
WLC Alumna
Program Impact

Cohorts Completed

4

Alumni

122

Participation by LOB

100% Overall Satisfaction

100% Completion Rate

9.5/10 Net Promoter Score

Reaction

Learning

Behavior

Results

97%

97%

97%

87%

45% Promotion/Role Expansion

95% More Engaged as a Result of Program
BEHIND EVERY
SUCCESSFUL WOMAN
IS A TRIBE
OF OTHER
SUCCESSFUL WOMEN
WHO HAVE
HER BACK
Thank you!
Q&A

Cherie Matthews
Vice President, Leadership and Development, Capital Group

Amy Bernstein
Vice President and Executive Editorial Director, Harvard Business Publishing; Editor, *Harvard Business Review*
Thank You