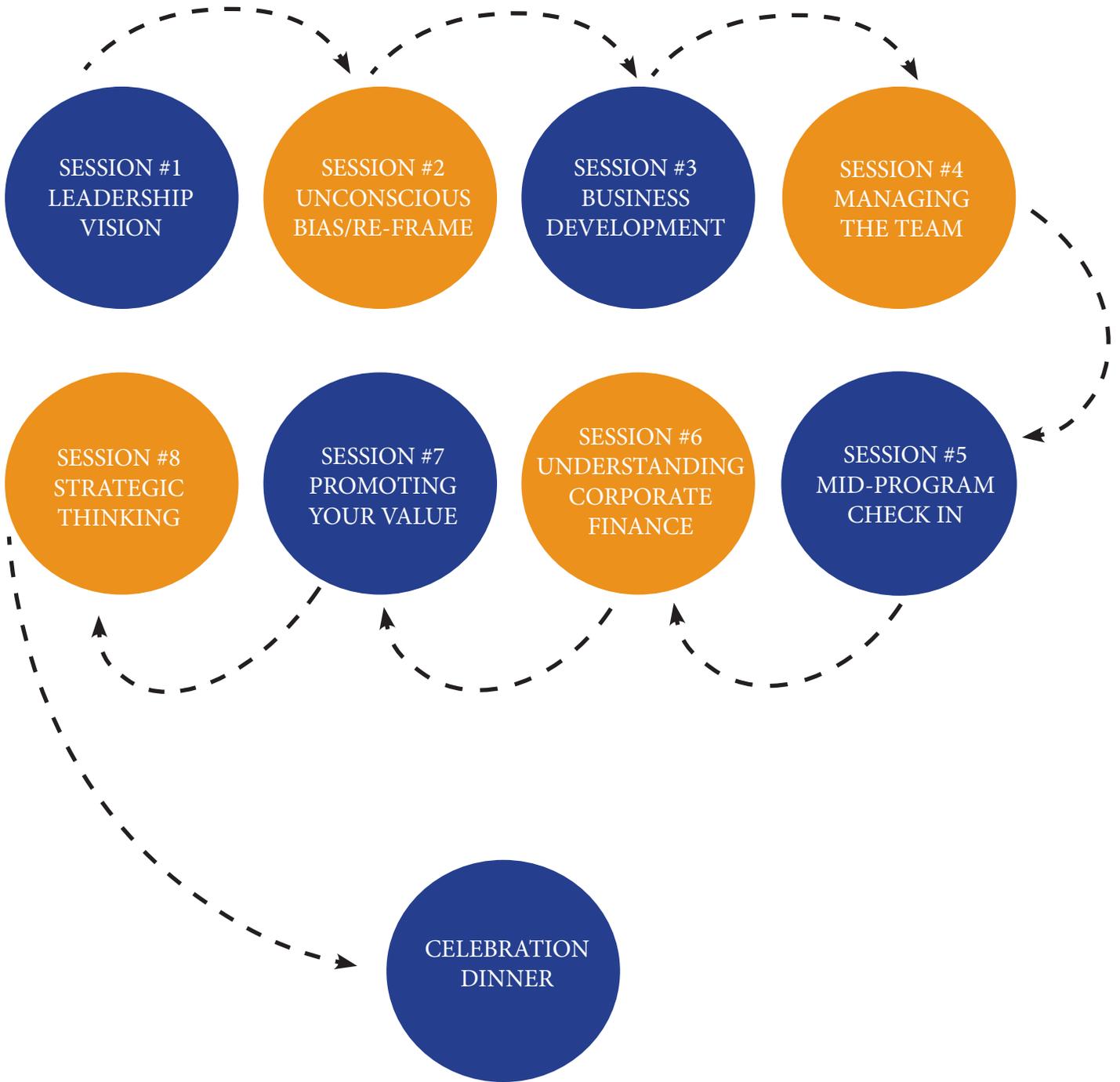




# CREW Boston Leadership Academy 2021 - 2022 Program Overview





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## **Session 1: Leadership Vision & Assessment**

**Friday October 15, 2021, 8:30am to 1:30pm**

**Facilitator: Ank Stuyfzand, Orange Grove Consulting**

This session introduces the cohort, the program and the program facilitator. Expectations and group guidelines will be agreed upon. Participants will conduct a leadership self-assessment and set goals. Using the assessment, participants define their leadership vision, specifically incorporating their values, hopes and career ambitions in the context of the organization.

### Learning Objectives

- *Reflect on self within context of organization*
- *Develop ability to think big picture about leadership*
- *Reflect on one's inherent values and beliefs and connection with underlying actions*

## **Session 2: Unconscious Bias, The Re-frame**

**Friday November 19, 2021, 8:30am to 12:30pm**

**Facilitator: Ank Stuyfzand, Orange Grove Consulting**

Unconscious biases women have about themselves are an invisible threat to women's careers. In the current situation, these unconscious biases are more visible than before and manifest as women take on more of the "home" work. This module focuses on helping women recognize and overcome these limiting assumptions through case studies to improve decision-making and risk-taking. Inter-sectional aspects of bias will be introduced. Within this context, the systemic biases will be discussed and participants will learn how to manage and overcome these barriers. Within this context, the systemic biases that exist in the Real Estate industry will be discussed and participants will learn how to manage and overcome these barriers.

### Learning Objectives

- *Identify how flawed assumptions might get in the way of our own career story*
- *Practice re-framing for improved decision making and risk-taking*
- *Redefine our career narrative*

*"This program gave me the tool kit to communicate my needs, feel confident in my abilities and believe in what I deserve. Being surrounded by a strong group of women with similar experiences, yet different backgrounds, helped reinforce / validate many of the challenges I face. I looked forward to every session."* 2018-2019 Leadership Academy Participant



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## **Session 3: Developing New Business**

**Friday December 3, 2021, 8:30am to 12:30pm**

**Facilitator: Haley Ayraud Haggerty, Next Level Training**

In this module, participants learn to develop a pipeline of opportunities. Whether participants are in an active business development role or not, selling is an important part of business, both externally to potential clients and internally with your organization. Learn practical tools that will enhance current business development activities through strengthened attitudes, new/improved behaviors and techniques. Each person will walk away with a tool kit and the start of a business development playbook. The group will be split into those that experience where they will focus on owning their sales process. The second group with less experience will focus on owning their networking behavior.

### Learning Objectives

- *Develop practical tools that will enhance current business development activities through strengthened attitudes, new/improved behaviors and techniques.*

## **Session 4: Managing the Team**

**Friday January 7, 2022, 8:30am to 12:30pm**

**Facilitator: Lou Bergholz, Edgework Consulting**

This module introduces what makes a successful manager, opportunities for management within Real Estate, the importance of delegating and engaging within the team environment, and how to create an environment to cultivate collaboration and innovation.

### Learning Objectives

- *Define effective team concepts*
- *Explore team styles and their impact on team effectiveness*
- *Explore and apply tools to improve team performance*

## **Session 5: Mid-Program Check-in Zoom**

**Date TBD, 12pm to 1pm**

**Facilitator: Ank Stuyfzand, Orange Grove Consulting**

Mid-program check in with all participants and facilitator

### Learning Objectives

- *Check in on program learning goals*
- *Give advice and feedback on challenges related to the goals*

*"This program has helped me to embrace honest conversations — both as an employee and as a supervisor — that help me better meet my personal goals and those of my firm."*  
2018-2019 Leadership Academy Participant



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### **Session 6: Understanding Corporate Finance Friday February 11, 2022, 8:30am to 2:30pm Facilitator: Orange Grove Consulting**

This session aims to demystify the key financial levers in business to improve participants' ability to confidently make strategic business decisions. Participants will learn key financial terms and business drivers while engaging in a fun session activity. The Session will conclude with a "Sharks Tank" Style negotiation for strategic project funding based on anticipated returns and risk assessment. No more tuning out over financial conversations or being intimidated by fast-talking CFOs!

#### Learning Objectives

- *Build facility with the vocabulary of finance*
- *Learn an easy-to-apply model for valuing a project or business opportunity*
- *Develop efficacy with including financial analysis in strategic decision-making*

### **Session 7: Promoting Your Value Friday March 11, 2022, 8:30am to 12:30pm Facilitator: Ank Stuyfzand, Orange Grove Consulting**

In this module, participants will think strategically about their value and strategically assess how to leverage the "silver lining" in the current situation. Participants will learn how to frame their accomplishments in ways that showcase the value they bring to the organization and build their skills in thinking more strategically. Participants uncover and overcome resistance to self-promotion. They learn how to increase visibility and how to build meaningful networking, mentoring, and sponsorship relationships to accelerate their career – and to model this behavior for their women colleagues.

#### Learning Objectives

- *Identify ways to promote one's value-add authentically*
- *Quantify their business value to their employer and themselves*
- *Understand the relationship between self-promotion and value-based impact*

*"Made me more aware of the areas that I should have confidence in and advocate for myself, helped create great connections within the industry, and made me more conscious of traits I have that I would like to improve on."* 2019-2020 Leadership Academy Participant



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### **Session 8: Bring it Together: Becoming a Strategic Thinker**

**Friday April 8, 2022, 8:30am to 12:30pm**

**Facilitator: Ank Stuyfzand, Orange Grove Consulting**

The final module pulls together the key learnings across the program to transform the participants from individual contributor to strategic business leader. Participants learn how to think and plan strategically, and look at their career with a bigger picture lens. Participants face their resistance to taking risks, getting support and develop a way-forward-plan to measure their progress. Participants also celebrate what they've learned and how they've developed in the program.

#### **Learning Objectives**

- *Identify the perspective shifts required to think strategically*
- *Apply those shifts to their current role*
- *Review lessons learned across the program*

### **CREW Boston Achievement Awards Event (Graduation/Certificate Award)**

**April 2021 - Date/Time/Location TBD**

### **Final Celebration Dinner**

**Thursday May 26, 2022, Location TBD**

#### **Past Participant Comments:**

- \* More effective at thinking about decisions related to strategy and profitability
- \* Network more strategically
- \* Made key connections that will increase their ability to accomplish goals
- \* Increased their ability to understand and leverage their strengths
- \* Increased their ability to help others reach their goals
- \* Prioritize time more strategically
- \* Focused on results rather than tasks
- \* Are positively impacting their organization
- \* More proactive about business development
- \* More comfortable with making financially-based decisions



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### **About Orange Grove Consulting**

Orange Grove Consulting is a women-owned business specializing in research-based leadership development and bias-removal. We help organizations improve recruitment, retention and promotion of diverse talent across an organization. We can uncover barriers to diversity in current talent pipeline with a focus on removing them so all people can thrive. Our end goal is to create more innovative and productive workplaces.

### **About Ank Stuyfzand, Orange Grove Consulting**

Ank Stuyfzand, JD, MAOL, PCC, Senior Facilitator and Consultant Ank is a seasoned organizational development consultant, coach and educator with more than 20 years of experience with individual and organizational effectiveness. She works with organizations to create productive workplace dynamics and high performing teams.

After several positions in the banking industry, Ank has worked for small to 100,000+ companies in both the US and Europe, across a wide range of industries varying from financial services, healthcare, IT, utilities, marketing, retail, professional services, not for profit and academia.

Ank is a Clinical Professor of Management at Suffolk University, Boston, MA. Her areas of expertise include leadership development, change management and managing across cultures. As a coach, Ank has worked with executive vice presidents with large corporations to emerging leaders in small companies, individuals and small business owners.

She is passionate about women leadership and inspired by professional women who try to balance it all and who show equanimity under duress. Over the years, Ank has served on the (advisory) board of women's advocacy organizations including the Southern California Healthcare Business Women association and Professional Women United.

Ank earned her Master in Organizational Leadership from Chapman University, Irvine, CA, and her Master in Law from the University of Utrecht, The Netherlands.

*"This program exceeded all expectations that I had. Ank is an amazing facilitator and kept conversations both in person and on-line on point, interesting and created a safe space for all."*

**2019-2020 Leadership Academy Participant**