



# INVESTING IN THE NEXT GENERATION OF TRANSFORMATIONAL WOMEN LEADERS

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LEADERSHIP FELLOWS PROGRAM



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## ABOUT IWF

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The International Women's Forum was launched in New York City in 1974, when the first generation of women leaders was breaking the glass ceiling in professional sectors from finance to fine arts. Forum founders lacked access to the old boys' network, so the new women's network was born—to provide professional and personal support, to aid each member's success, and to inspire the women who follow.

Women supporting women is even more important today than when IWF was founded more than 50 years ago. The International Women's Forum now connects more than 8,400 preeminent women leaders in 77 Forums in 35 countries around the world. We are the only organization of this scale that builds significant relationships between C-level women across careers, cultures, and continents.

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# IWF MEETS A CRITICAL NEED

As IWF has evolved over the last 50 years, one thing has remained constant: An unwavering commitment to achieving our mission of advancing women's leadership today and tomorrow.

During our 20th anniversary in 1994, IWF recognized the need to respond to the US Labor Department's 1991 Glass Ceiling Report, and pledged to create a sophisticated leadership development program to confront the three key barriers that restrict the potential of women leaders:

- Limited access to professional networks
- Inadequate leadership training
- Lack of mentors

That commitment gave rise to the Leadership Fellows Program.

The glass ceiling is still with us, it is just higher. The value of the Leadership Fellows Program continues to be critical to prepare many women to lead, inspire, and change the world.

# POWERFUL AND PROVEN RESULTS

For more than 30 years, IWF's flagship Leadership Fellows Program has accelerated the career path of high-performing women. Unique among leadership development programs globally, our Program's powerful resources are designed to catalyze individual potential as well as the organizational impact of participants.

- **A customized, world-class curriculum** designed for women leaders in collaboration with INSEAD and the University of Cambridge
- **Bespoke mentoring** from IWF members, carefully matched with Leadership Fellows to support their individual professional development goals
- **A global network of the world's most accomplished women**, with access to IWF conferences featuring expert speakers and small-group dinners for exclusive, one-of-a-kind connections
- **An inspiring community** of high-achieving peers and alumnae who support and enrich each other's professional and personal lives
- **Real-time application of legacy projects** that extend the leadership lessons of the program beyond the participants

The Program's scope, rigor, and results make it an unparalleled tool for career development and succession planning.



# 820+

women's careers  
accelerated  
since inception



participants from **59** countries

mentors from **29** countries

## 530+

corporate leaders

from **48** countries



## 25+

entrepreneurs

from **9** nations



## 80+

nonprofit leaders

from **14** nations



## 110+

senior government  
officials

from **12** nations

## 60+

university leaders



from **14** nations

## ABOUT THE EXPERIENCE

“This program came at a time when I needed it most. It required energy, commitment, late nights, vulnerability, and travel that pulled me in many directions. It wasn’t just a journey of geography or academics - it was deeply personal. It pushed me to grow, stretch, reflect, and be. I had the privilege of learning alongside women who are fierce, brilliant, generous, and bold. What a transformative ride it has been.”

**Dyana Langley-Robinson**

VP of Global Talent

Development, F5



# THE CURRICULUM

## WORLD-CLASS CONTENT

The Leadership Fellows Program expands leadership presence, critical thinking skills, and the knowledge needed to lead in a complex environment. By integrating global perspectives with practical tools to address real-world problems, the unique curriculum equips Leadership Fellows to develop a personalized plan for success. The Program includes the following:

**A 4-day leadership immersion and program orientation** that lays the foundation for this transformative experience. Through cohort-building activities and exclusive engagement with a local IWF Forum and its members, Leadership Fellows gain a broader vision of leadership, clarity on their goals, and are prepared to engage fully with the Program and their cohort.







The Business School  
for the World®

**A 4-day intensive program at INSEAD**, The Business School for the World, focused on understanding the complexities of leading change and the unique barriers faced by women. Leadership Fellows explore the dynamics of influence and how leadership is shaped within organizations. Using practical, research-backed frameworks, participants learn new ways of thinking about the issues critical to the success of their organizations.



UNIVERSITY OF  
CAMBRIDGE  
Judge Business School

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### **Executive Education**

**An exclusive week-long experience at the University of Cambridge** designed to expand global perspective, sharpen strategic insight, and strengthen transformational leadership capabilities. Leadership Fellows have access to the University of Cambridge's world-class faculty, vibrant campus, and influential network of industry leaders and innovators. Through experiential learning, immersive site visits, and thought-provoking dialogues, participants connect the forces shaping the future of business to their own leadership. With a focus on critical thinking, the program blends intellectual rigor with reflection, enabling Leadership Fellows to refine their vision and lead more authentically under pressure.

**Interactive virtual masterclasses** curated to examine the art of the possible as IWF members share lessons learned during a lifetime of leadership. Topics range from the importance of failure to leading through complexity.

**Virtual workshops** developed to strengthen and refine core skills necessary for c-suite leadership.

# LEGACY PROJECTS

## BENEFITS BEYOND THE PROGRAM

A Legacy Project is required as part of the Program to leverage the experience and to create lasting impact in areas of importance to each Leadership Fellow. Participants apply newfound skills and knowledge, delivering benefits to their organizations and communities.

### INSPIRING EARLY CAREER PROFESSIONALS THROUGH MENTORSHIP

A Leadership Fellow created a mentorship program for a Fortune Global 500 company's young professionals (YP) group. All participants can be paired with a mentor, with female participants matched with female mentors upon request. The program provides early-career women and men with opportunities, experiences, and exposure to successful leaders. Following a kick-off session, activities included regular brown bag lunch-and-learn sessions for mentees and mentors; check-ins to gauge the success of the pairings and program; and a closeout session at the mentoring period's end.



### HORTICULTURE THERAPY AND WORKFORCE DEVELOPMENT FOR INCARCERATED WOMEN

Erin Anderson's Legacy Project combines horticulture-based training and therapeutic programming by a certified horticulture therapist to support incarcerated women's personal growth, emotional well-being, and career readiness in the horticulture industry. In partnership with the Idaho Department of Corrections, 10-12 participants started the program, followed by a 2,000-hour state-certified apprenticeship. By equipping incarcerated women with a strong foundation for reentry, her legacy project offers a pathway to healing, independence, and meaningful employment.

▶ Erin Anderson (Executive Director, Idaho Botanical Garden), center, with horticultural training participants.



# THE MENTORS

## WISE COUNSEL FROM GLOBAL LEADERS

Our world-class mentoring program carefully matches Leadership Fellows with IWF members whose experience and expertise align with their professional development goals. Across the year, mentors provide one-on-one guidance by offering personal insights about operating at the highest leadership levels. Leadership Fellows receive actionable advice to help advance their careers and amplify their effectiveness in the workplace.



Global Affairs  
Canada

**Louise L. Léger,**  
Former Director  
General



Tate, Lyle PLC, EXL  
Inc., and the University  
of Aberdeen

**Anne Minto,**  
Non-Executive  
Director



Chevron  
Corporation

**Mary Francis,**  
Corporate  
Secretary and Chief  
Governance Officer



Futuro Health

**Van  
Ton-Quinlivan,**  
CEO



Tubos Reunidos  
Industrial S.L.U

**Ana Muñoz,**  
Head of  
Nominations  
Committee



Global Fund  
for Women

**Musimbi Kanyoro,**  
Former President  
and CEO

# THE COMMUNITY

## A NETWORK OF THE WORLD'S MOST ACCOMPLISHED WOMEN

We believe in the power of global community. That is why the Leadership Fellows experience doesn't stop when the Program ends. Participants become part of a broader network across cultures and generations that lead organizations in every sector.

Current Leadership Fellows attend our annual World Leadership Conference as a part of their Program Graduation. There they engage with members, learn from world-class speakers, and connect with others through a bonding experience that is one-of-a-kind.

All Alumnae are invited to IWF's two annual conferences, our World Leadership Conferences and our Cornerstone Conferences. They are also invited to attend Local Forum events and have a defined pathway to be considered for IWF membership.

## A HIGH-IMPACT EXPERIENCE

Program participants consistently praise the Leadership Fellows Program, calling it remarkable, life changing, and exceptional. The Program helps participants realize their full potential in a global context.



# THE ALUMNAE

## A POWERFUL, ENDURING COHORT

Leadership Fellows become a part of a supportive community of dynamic, high-performing peers who enrich their personal and professional lives well beyond the program year.

**Satisfaction with the Program is so high that 8 in 10 Leadership Fellows actively refer friends and colleagues to apply.**

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*“This program challenged me to pause and look inward. It stretched me in ways I never expected — through intense case studies, late-night conversations, and quiet moments of reflection that changed how I see myself, and how I choose to lead. The most powerful lessons came from people. From 46 extraordinary women across the globe — bold, brilliant, fierce, funny, generous, and real.”*

**SALOUA BENKHOUYA**, Vice President Equity and Impact Investing, Fonds de Solidarité FTQ



# ALUMNAE ARE CHANGING THE WORLD

With broadly diverse backgrounds, Leadership Fellows Program Alumnae are transformative global leaders.



Starbucks, USA

**Zabrina Jenkins,**  
EVP and Executive  
Advisor



Government of  
Ecuador

**Vianna Maino,**  
Former Minister of  
Telecommunications  
and Information

Canadian Joint  
Operations Command

**Josee Kurtz,**  
Rear-Admiral and  
Commander, Maritime  
Forces Atlantic



Supreme Court  
of Uganda

**Lillian Tibatemwa-  
Ekirkubinza,**  
Justice



Walmart, USA

**Andrea Albright,**  
Executive Vice  
President and Chief  
Growth Officer



Goodix  
Technology,  
China

**Sandy Hu,**  
President

HSB Canada

**Barbara  
Bellissimo,**  
President  
and CEO



Danone, Mexico

**Silvia Dávila,**  
President Latin  
America, Comex  
Member and  
CEO Mexico







## Leena Nair, Global CEO, CHANEL

Inaugural IWF Distinguished  
Alumna Award

2013 - 2014 Leadership Fellows Class



# BUILD LEADERSHIP CAPACITY FROM WITHIN

## AN IMPORTANT PART OF YOUR SUCCESSION PLAN

For our corporate partners, the Leadership Fellows Program provides a strategic way to successfully build leadership capacity from within. It motivates and retains high-performing senior women leaders for new and expanded responsibilities. Participants return to their organizations with enhanced skills, broader perspectives, and a formidable network upon which to rely for support throughout their careers.

*“This is a program that shapes perspectives and they come back with a broader worldview.”*

Fortune 500 insurance company

*“Women who participate develop a strong leadership presence and a deeper empathy.”*

Fortune 500 food services company



**88%** of alumnae say the Program has enabled them to have greater impact on their organization

**93%** of alumnae report a lasting impact on their professional lives

**61%** of alumnae report moving into a C-level position after the Program

**60%** of alumnae cite the Program as heavily influencing achievement of new career positions

Leadership Fellows say the Program is *“life changing”*, *“a transformative opportunity”*, and *“the best leadership training I’ve ever had.”*

## OUR PARTNERS IN ADVANCING WOMEN’S LEADERSHIP



# APPLICATION DETAILS

Each year, IWF selects up to 50 leaders from a wide range of regions, cultures, backgrounds, and professions. In this competitive process, IWF seeks candidates with the following characteristics:

## ACHIEVEMENT

- Track records of significant direct accomplishments within their organizations
- Positions of substantial professional responsibility, scope, and decision-making authority
- Expanding influence in their companies, fields, or industries

## RECOGNITION

- Recognition within their organizations as valued leaders, as evidenced by awards, promotions, and inclusion in corporate succession plans
- External recognition of achievements by industry, community, or other relevant organizations

## LEADERSHIP

- Exemplary integrity, strength of character, and interpersonal skills
- Records of bringing about positive change and taking action for women in their organizations or communities
- Ambition and ability to lead at the highest professional levels and to support colleagues' growth and advancement

## COMMITMENT

- Capacity to both contribute to and gain from the Leadership Fellows Program
- Willingness to share knowledge and lessons from the program through completion of a Legacy Project during the Program
- Ability to participate fully in all program activities, including a four-day in-person leadership immersion and program orientation, a four-day in-person session at INSEAD, a five-day in-person session at the University of Cambridge, a three-day IWF World Leadership Conference, and approximately 50 hours of independent work with an IWF mentor, on a Legacy Project, preparing for in-person sessions, and participating in virtual meetings

While designed for women leaders, the Program is open to all who fulfill the admissions criteria.



# PROGRAM COSTS

Tuition (\$39,500 USD) includes:

- Immersive 4-day leadership immersion and program orientation
- 3-day IWF World Leadership Conference and Gala in Miami, Florida
- Customized 4-day training at INSEAD in Fontainebleau, France
- Customized week-long training at the University of Cambridge in Cambridge, England
- Mentoring focused on individual needs
- Meals and accommodations
- All course materials

Transportation (ground and air travel) is not included.

## QUESTIONS?

Visit [iwforum.org/fellows-program/](http://iwforum.org/fellows-program/) for more information and

[iwforum.secure-platform.com/a/](http://iwforum.secure-platform.com/a/) to access the online application.

To learn more, please contact Lynne Manrique, Vice President of Leadership and Educational Programs at [Imanrique@iwforum.org](mailto:Imanrique@iwforum.org).



IWFORUM.ORG

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