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Office Hours
W 5:30-6 pm in classroom
Paccar 291; after class; and
by appointment

MGMT 575: Women at the Top

At a time when corporate and consumer values are shifting and new voices and visions are being sought, MBA graduates have the opportunity to come forward and lead in innovative ways. Women especially are poised to make a real difference. Concepts of leadership are changing, with feminine styles and perspectives increasingly valued and advocated.

Still, ambitious women face continuing challenges. Role models for power and authority are still largely masculine. Many top executive positions have been designed for and held by men with wives who work at home. Female leaders need to continue creating a wider variety of roles and role models for themselves and their organizations ...while finding ways to meet multiple and sometimes conflicting personal, professional and social goals.

This class will combine dynamic sessions with accomplished women who have been making their own kind of difference in the world with exploration of issues related to female leadership (and by extension ALL leadership). Within this context, students will assess their own strengths and talents to explore how they too may make a different kind of difference.

Objectives

- To draw upon the insights and experience of exceptional role models - women 'at the top' including change makers, organization founders and C-level executives
- To build upon frameworks for female leadership in particular and leadership in general to solidify your best foundation for inspiring others
- To identify personal sources of power, authority and resilience
- To develop an authentic – and authentically feminine – leadership style
- To create a personal vision of 'the top' – how and where you want to exert influence and make a difference
- To map out ways to lead a full life – one that energizes you and encompasses multiple goals and priorities

Guest Speakers

- Apr 2 **Alice Shobe**, Global Director, Amazon Community Impact,
<https://www.linkedin.com/in/alice-shobe/>

“Clear priorities enable you to quickly say ‘no’ or deeply say ‘yes’. A fast ‘no’ is kind. A deep ‘yes’ produces results. Priorities evolve but conviction should remain steady.”

- Apr 9 **Michele Smith**, CEO, MoPOP – Museum of Pop Culture
<https://www.linkedin.com/in/micheleysmith/>

“Transform challenges into opportunities; it’s in the struggle that we find our strength.”

- Apr 16 **Jean Thompson**, CEO and Owner, Maeve (formerly Seattle Chocolate)
<https://www.linkedin.com/in/jeanthompsond/>

“Leadership is a team sport and a good leader is the coach, not the MVP. Being an open-minded listener is the most important trait. You want to hear different points of view and be willing to change your mind as new information comes to bear.”

- Ellie Thompson**, Brand Manager, Maeve Chocolate
<https://www.linkedin.com/in/ellie-thompson-aa405116a/>

“I aim to listen, empower my team, and do the right thing by the community and planet.”

- Apr 23 **Heather Snavely**, President and CEO, AAA Washington
<https://www.linkedin.com/in/heathersnavely/>

“Aspire to do what you love with people you enjoy in service to a purpose that speaks to your heart. You invest far too much in yourself and your career to demand anything less.”

- Apr 30 **Merrie Williamson**, Chief Customer & Revenue Officer, Equinix
<https://www.linkedin.com/in/merriewilliamson/>

“Be wildly ambitious, without apology. Learn and practice to speak to what you want and why, what you need, what you’ll stand for and walk away from. Creating clarity authentically is a leadership superpower.”

**For inspiration from some previous Women at the Top speakers, check the bottom of the syllabus.*

Reading/Assessments

Required

1. **Take the Clifton Strengths 34 test - <https://store.gallup.com/p/en-us/10003/cliftonstrengths-34>** This will cost \$59. You will receive a personalized 25+ page report on the strengths themes you are most likely to capitalize on. Think of these as talent muscles you have developed over the course of your life. Please note – this is different from the SF test that gives you only your top 5 results in boilerplate – the 34 is personalized to you and will give you an in-depth look at how your top strengths are likely to manifest based upon the order of your other strengths.

Meeting option. If you like, I am happy to meet with you or a group of you on Zoom to discuss your results. (I am certified in this assessment and give workshops in it.) If you want to meet with me and set an appointment, please send me your results beforehand. I'm also a leadership coach focused on executive women who want to lead more purposeful and balanced lives. I'm happy to meet with you for a 30-minute coaching session on any area where you need help or a sounding board.

Already taken the Clifton Strengths 34? Consider taking the StandOut Talent Assessment, which is free to you for a limited time. Developed by Marcus Buckingham, who helped create the StrengthsFinder, Standout gives a related opportunity for self-exploration with the goal of honestly thinking about yourself as a leader and authentically being able to describe and voice your natural superpowers.

<https://www.adpri.org/standout/>

Want to go still further? I also like the free Via Character Strengths assessment: <https://www.viacharacter.org/account/register> Or consider selecting a couple of your favorite strengths and thinking about where you have used them...and where else you might capitalize on them. Consider sharing them and their descriptions with a couple of trusted friends/colleagues. Where have they seen you exhibit these strengths? Where do they think you could? As a further exploration of your strengths, consider asking these select people what they see as your superpowers with examples of how this showed up for them.

All and any of this will feed into your first assignment, the Personal Baseline.

2. **Read one of the following highly recommended books with a group of fellow students.** (It would be good to read several on your own when you have time - or continue in your group.) Select the book based upon what will best feed your personal leadership journey – confidence, courage, meaning, executive presence, balancing multiple priorities, making a difference. I consider these books to be “best in class.” (Note: I’m using Amazon links to allow you to read a fuller description. But please support any independent booksellers you know. University Bookstore, among others, has been struggling, and so this may allow you to buy from a UW supporter.)
 - **Likeable Badass: How Women Get the Success They Deserve** by Alison Fragale. Ever feel like it’s hard to be your genuinely nice self and also garner respect at work? A behavioral scientist, Fragale has come up with a formula and playbook for what works for many women based upon her decades of research.
<https://www.amazon.com/Likeable-Badass-author/dp/0385551282>

- ***The Broken Rung: When the Career Ladder Breaks for Women – and How They Can Succeed in Spite of It*** by Kweilin Ellingrud, Lareina Yee, and Maria Del Mar Martinez. Just released, this is the book based upon the McKinsey/Lean In research showing that women do not acquire 'experience capital' at the same rate as men and so fall behind beginning with the broken rung of their first possible promotion. I've been waiting for this book to be published and am so glad it arrives in time for this class to discuss. <https://www.amazon.com/Broken-Rung-Career-Women-Succeed/dp/1647827183>
- ***Good Power: Leading Positive Change in Our Lives, Work, and World***, by Ginni Rometty. This is a thoughtful "memoir with purpose" written by the former Chairman and CEO of IBM. She believes that power can be wielded with respect and that many women (and men) are naturals at doing this when given the opportunity. She talks about how she has done this for herself, for her organizations, and the larger world. <https://www.amazon.com/dp/1647823226>
- ***Good Guys: How Men Can Be Better Allies for Women in Workplace*** by David Smith and W. Brad Johnson. As Publisher's Weekly says in its blurb, "As long as gender inequality is a 'women's issue,' men aren't going to feel any responsibility to fix it—and that has to change, write assistant sociology professor Smith and psychology professor Johnson (co-authors, *Athena Rising*) in this persuasive call to arms." This book has won multiple awards as the best in its class. <https://www.amazon.com/Good-Guys-Better-Allies-Workplace/dp/1633698726/>

The group choosing to discuss it should also check out Gavriella Schuster's brief eBook https://gavriellaschuster.com/BeCOME_ALLIES_eBook.pdf Gavriella, a former Microsoft CVP and a favorite speaker in this class, is passionate about this topic and has also given a TED talk on it. She has agreed to meet online with a group of you on this topic.

- ***My Life in Full: Work, Family, and Our Future*** by Indra Nooyi. I so wish we could have Indra Nooyi speak to our class. She's a true changemaker and trailblazer who has powerfully wielded her influence inside large and often resistant groups and organizations. This book is the next best thing to learning from her in person. <https://www.amazon.com/My-Life-Full-Family-Future/dp/059319179X/>
- ***How Remarkable Women Lead***, by Joanna Barsh and Susie Cranston – Great leadership framework for women (and men!). The basis for McKinsey's widely acclaimed and used Balanced Leadership Model. <https://www.amazon.com/How-Remarkable-Women-Lead-Breakthrough/dp/030746170X/>
- ***Playing Big*** by Tara Mohr. Excellent book for female leaders; includes innovative exercises on creating your own best pathway to bigger roles, greater impact and dealing with your inner critics and harpies. If you routinely shoot yourself in the foot with self-criticism, this is the book to help. This author is an inspirational Stanford GSB grad. <https://www.amazon.com/Playing-Big-Practical-Wisdom-Create/dp/1592409601/>

If you don't read the book, at least spend 30 minutes doing her **amazing** inner mentor visualization. <https://www.taramohr.com/book/inner-mentor-signup/> If your group selects the book, you might lead a discussion on this with the class.

- ***Daring Greatly***, by Brene Brown – Counterintuitive ways to build resilience and the capacity to take more risks. There's much more to her than her first TED talk...and IMHO her recent books aren't quite as enlightening for our purposes as this one, her

best book on leadership. Well worth your time. <https://www.amazon.com/Author-Daring-Greatly-04-2015-Paperback/dp/B01JKGLXD2/>

Are you a Brene Brown fan who has already read this book? Consider reading *The Gifts of Imperfection* and/or taking Brene's Wholehearted Inventory. This would also be good for a group. <https://brenebrown.com/wholeheartedinventory/>

- ***Untamed***, by Glennon Doyle. Straight off the bestseller list, this memoir by “the patron saint of female empowerment” contains a coming-out story and great thoughts on coming into your own as a leader and a human. <https://www.amazon.com/Untamed-Glennon-Doyle-Melton/dp/1984801252>
- ***Quiet***, by Susan Cain – a wonderful leadership book with a focus on introverts. Highly recommended for everyone, extroverts included. Subtitle: “The power of introverts in a world that can’t stop talking.” <https://www.amazon.com/Quiet-Power-Introverts-World-Talking/dp/0307352153/>
- ***Cassandra Speaks: When Women Are the Storytellers, the Human Story Changes***, by Elizabeth Lesser. This is a powerful (and incredibly well-written) exploration of how our stories - and by extension our organizations and our world - have self-reinforced to become so male-centric. Part II, about women and power, is especially inspiring. How to redefine what it means to be courageous, daring, and strong. <https://www.amazon.com/Cassandra-Speaks-Women-Storytellers-Changes/dp/0062887181>
- ***Your Invisible Network*** by Michael Urtzuastegui Melcher I have never read a better or more comprehensive book on the best ways to build and maintain a personal and professional network. This is ultra important for women and even more crucial as you climb to more influential positions. <https://www.amazon.com/Your-Invisible-Network-Relationships-Transform/dp/1637742916>
- ***Other***. If you have a book related to women or diversity in leadership and can find another couple of classmates who want to read it, please propose it to me. I'm open...and would like to approve your selection.

BOOKS BY LOCAL AUTHORS - schedule permitting they will meet with your group for our class

- ***Show Your Worth - 8 Intentional Strategies for Women to Emerge as Leaders at Work*** by Shelmina Babai Abji. Shelmina is a former IBM exec and keynote speaker who is passionate about women’s leadership. She would love to meet with a group of MBA students to discuss her book. <https://www.amazon.com>Show-Your-Worth-Intentional-Practices/dp/1264269242>
- ***Bridging Differences for Better Mentoring***, by Lisa Fain and Lois Zachary. Excellent step-by-step descriptions of how best to mentor others unlike yourself...and how to be a mentee if you are not the same race, gender, profession. How to connect and gain traction. Local author Lisa Fain, a wonderful international expert on mentoring and CEO of the Center for Mentoring Excellence, will be happy (schedules allowing) to virtually meet with a group of students to discuss mentoring and her book and/or do a video interview. <https://www.amazon.com/Bridging-Differences-Better-Mentoring-Leverage/dp/1523085894>

- ***Breaking Borders: A Remarkable Story of Adventure, Family, and Career Success that Defied All Expectations*** by Kate Isler. Kate is a former Microsoft exec and the local founder of the W Marketplace for Women.
<https://thewmarketplace.com/> She had the vision and chutzpah to begin renting out Benaroya Hall for a girls and women's event several years ago, thus founding Be Bold Now. <https://bboldnow.com/> This quick read is her story...but the real draw would be speaking with Kate herself. She has agreed to meet with a group, schedule permitting. <https://www.amazon.com/Breaking-Borders-Remarkable-Adventure-Expectations/dp/1400221560/>
- ***Worthy: From Cornfields to Corner Office of Microsoft*** by Jane Boulware. Inspirational book by a former Microsoft CVP whom I've been told by more than one person was "the best boss I ever had." She is now Chairman of the Board of the Boys and Girls Club of Bellevue among other positions – I'm sure she'd be inspirational and available by Zoom for a small group.
<https://www.amazon.com/Worthy-Cornfields-Microsoft-Stories-Overcoming/dp/B0CNSL3J5K/>

Schedule

<u>Day/Date</u>	<u>Topic</u>	<u>Readings/Assignments Due</u>
Wed Apr 2	<u>Class 1:</u> Introduction Alice Shobe https://www.linkedin.com/in/alice-shobe/	Topic/Book/Dates selected
Wed Apr 9	<u>Class 2:</u> Michele Y. Smith https://www.linkedin.com/in/micheleysmith/	Personal Baseline
Wed Apr 16	<u>Class 3:</u> Jean Thompson https://www.linkedin.com/in/jeanthompsond/ Ellie Thompson https://www.linkedin.com/in/ellie-thompson-aa405116a/	Sponsorship Genealogy Mentor Circle Plan
Wed Apr 23	<u>Class 4:</u> Heather Snavely https://www.linkedin.com/in/heathersnavely/	Group Book Videos
Wed Apr 30	<u>Class 5:</u> Merrie Williamson	Detailed feedback on select videos

<https://www.linkedin.com/in/merriewilliamson/>

Wed May 14

**Difference Plan
Mentor Circle Summary**

Grading

Personal Baseline – StrengthsFinder/strengths interview results and Bio	150
Mentor Circle Plan (C/NC)	50
Sponsorship Genealogy	50
Group Work – Book and Speaker	200
Difference Plan + Mentor Circle Summary	450
Participation	100 points
TOTAL	<u>1000 POINTS</u>

More Inspiration from past Women at the Top speakers....

“Balance is not just a tradeoff between working too hard and having leisure time. You need to fill the gap in the heart.”

Sally Jewell, Former U.S. Secretary of the Interior and CEO, REI

“Hone (your) peripheral vision. The most fruitful connection may not be the one in front of you.”

“More important than any specific job, be clear on what you need to be fulfilled in your career. I ask myself this question all the time and have corrected my course a number of times over the years by adhering to that North Star.”

Paula Boggs, Singer-songwriter; ex-EVP, General Counsel and Corporate Secretary, Starbucks

"In order to have a seat at the table, you have to use your voice. In order to continue to have a seat at the table, you have to continue to use your voice."

S. Mae Fujita Numata, Serial CFO and Board Director,
Columbia Bank

"Seek out the biggest challenges of your organization and work on solutions to them. Doing so builds your confidence, your skills, and your value to the organization."

Liane Pelletier, Board Director or Chairman for
multiple companies including Expeditors

"To be a great leader I've found one must learn to lead oneself first. Learn to consistently identify the truth in any situation and your own source of energy. Be confident and embrace humility. Be willing to learn, grow and invest in yourself, then invest in other people too. Strive to behave in an authentic and trustworthy manner. This attracts great people, breakthrough ideas, and leads to stunning results."

Charlotte Guyman, Board Director, Berkshire Hathaway
and Space Needle; Advisory Board Member, Brooks
Running

"I have always had a passion for building community. I really believe a bank can be an important piece to that. If we look back after five years, my sign of success would be if I could say that we have a stronger community because Chase was part of that."

Phyllis Campbell, Chairman Pacific NW, JP Morgan
Chase; Lead Independent Director, Alaska Airlines; Board
Director, Nordstrom

"Live loud and proud. When we are living big lives, that is where the best ideas come from and you will be more likely to break through the tough times."

Elena Donio, board member, Twilio and other boards;
former CEO, Axiom; former President, Concur

"Where you'll be five years from now depends upon two things: the things you read and the people you meet."

Joanne Harrell, UW Regent; First Lady of Seattle, former
Microsoft executive

EB's Leadership Rules

- If you want to be remembered, live a life worth remembering.
- Life has more paradoxes than problems. Deal with it.
- No one is better at being you than you. And you are probably not that good at being someone else
- It is not what you do for others, it is what you teach them to do for themselves
- Have the courage of your convictions
- Have fun

Elizabeth Bastoni, Director, Bic (of pen fame); Board Chair, Limeade; member of other boards

"If you are underrepresented in whatever field you're in ... your number one priority should be to make yourself successful. It's not to help people in the same situation. Instead, go try and kick ass in business. That's what we really need in order to change the face of power in this country."

Heather Redman, Co-founder/Managing Partner, Flying Fish Venture Partners, Board Member Beneficial State Bank

"A good leader inspires people to have confidence in their leader. A great leader inspires people to have confidence in themselves. I am passionate about helping people realize their own personal potential."

Wendy Collie, Former CEO, New Seasons Markets and Evergreens, among other roles

"Business, and business success, should be used as a platform for social change. Whatever your platform is - whatever slice of privilege or power or celebrity that you achieve - share it, don't hoard it. Use it to help lift others, particularly others who are different from you or more disenfranchised."

Frances Dewing, CEO and Co-founder, Rubica

"Do good by stealth and blush to find it fame"

Roderick Jones, Co-founder, Rubica

"Jobs happen, but careers are built. From a career perspective I've always been pretty purposeful."

Gavriella Schuster, Allies and Women's Leadership Advocate and former CVP, Microsoft

"In 1966, my parents and one neighbor down the street decided they were going to send their five black children to what had been the traditionally all-white school. The impact of being 8 years old and stepping

into a difficult position molded me. It showed me that discomfort breeds growth, and I've followed that tenet ever since.”

Adriane Brown, Board Member, eBay, American Airlines, KKR, and Axon; former President, Intellectual Ventures; Board Chair, Pacific Science Center

“Athena exists to propel women forward – into the boardroom, into the C-suite, into the strongest version of themselves...But men, that doesn’t mean that we don’t need you to partner with, to uplift us, to invite us in....Progress for women doesn’t work unless future men succeed, too.”

Coco Brown, CEO/Founder, The Athena Alliance

“Leadership is a team sport and a good leader is the coach, not the MVP. Being an open-minded listener is the most important trait. You want to hear different points of view and be willing to change your mind as new information comes to bear.”

Jean Thompson, CEO, Seattle Chocolate

“When a door opens, sometimes you need to take that opportunity and not let the unknown stop you. People fear that they don’t know how to do it, but in reality you may be turning down a career-defining moment.”

Vanessa Pegueros, Chief Trust & Security Officer, OneLogin

“Surround yourself, especially early on, with people who believe in you, who support your aspirations and are willing to risk your disappointment or anger to tell you the truth. We need truth-tellers to keep us honest with ourselves and humble so we are motivated to grow, learn, and get better and stronger.”

Jessie Woolley-Wilson, Chair, President and CEO, Dreambox Learning

“ When people have put money into your company and they’re depending on you to lead a team to turn the company around, there’s a huge sense of responsibility....I always strive to do my job while staying true to two values—managerial courage and generosity of spirit.”

Dawn Lepore, Board Member, Fortune 500 companies

“A bold yet clear vision is very important, but it is okay if you don’t have one right away. Take the time to learn the space and use every opportunity to lead by example. There are many teaching moments

leading through a crisis or opportunity where you can outline and refine your vision along the way.”

Wei Gao, former VP, Grocery Tech, Product & Supply Chain, Amazon
<https://www.linkedin.com/in/windforce/>

“I always focus on who in the room and in my life and career are the right people.

“I seem to come back to this quote a lot. Please know that it’s Zen proverb, so use of gender pronouns is not my choosing:

When the wrong man uses the right means, the right means work in the wrong way. When the right man uses the wrong means, the wrong means work in the right way.”

Lisa Chin, former CEO, Treehouse and King County Boys & Girls Club, CEO, Clear Wind LLC
<https://www.linkedin.com/in/drlhchin/>

“Real transformation happens when we set aside the playbooks of the past and create our own playbooks. This requires us to start with a blank page and create a bold vision of the companies, communities and lives we dream of – without fear of failure or uncertainty holding us back. Then, we must get out there and do it – learning and adapting through every failure and success to bring it to life.”

Gina Perini, Chair, President and CEO, Somos Inc
<https://www.linkedin.com/in/gina-perini/>

“You have to take deliberate action to make change happen, and action means influencing and bringing along others in your journey. Never underestimate the power of helping others achieve their goals, encouraging a sense of belonging, and having a shared vision. The most powerful words you can say are “why don’t you come too?”

Michelle Wardian, President and Chief Strategy Officer, Youngone NorthAmerica; Board Member, Outdoor Research
<https://www.linkedin.com/in/michellewardian/>

“Live your values and the values of your company - then Deliver, Deliver, Deliver!”

Karen Lee, CEO, Pioneer Human Services
<https://www.linkedin.com/in/karen-lee-a6209545/>

"There's always something that we can do to improve the world we live in."

Monisha Harrell, Senior Deputy Mayor, City of Seattle; Foster MBA; social justice activist <https://www.linkedin.com/in/monisha-harrell-3506162/>

"I believe that a drive towards authenticity, inclusion, and truly understanding everybody's background brings a richness to what we do and to who we collectively are, rather than the opposite. It's our job as leaders to cultivate environments that enable people to show up authentically. When we achieve that, the result is really powerful."

Jila Javdani, General Manager, Slalom Consulting
<https://www.linkedin.com/in/jila-javdani-ba40652/>

"When you speak from the heart, you touch people's souls. That's when you and your team can start changing the world."

Brenna Davis, CEO, Organically Grown Company;
Advisory Board Member, Retrolux
<https://www.linkedin.com/in/brennadavis7/>

"The most important thing you bring into service is yourself - your expertise, your perspective, your journey, your whole self. When we can understand and value our whole stories, then we can understand and value others' stories."

Nwando Anyaoku, Chief Health Equity Officer,
Providence <https://www.linkedin.com/in/nwandoanyaoku/>

"With a desire to learn, to act quickly, and to create an impact, you can find a way to solve anything. Accept the unease from fear and ambiguity - that is the sign of learning."

Julia Denman, Chief Audit and Risk Executive, Microsoft;
Board Director, Clorox <https://www.linkedin.com/in/julia-denman-93b42514/>

"Learn to live outside of your comfort zone, if you don't wake up each morning a little scared you might fail, then it's time to start thinking about what's the next thing you want to learn to pivot into the next step in your career journey."

Jamila Conley, Founder, WeRise Wines; Board President Emeritus, Technology Access Foundation
<https://www.linkedin.com/in/jamila-conley/>

"Make choices early in your career that maximize the opportunities available to you and remain open to new experiences you hadn't previously considered."

Kara Sprague, CEO, HackerOne
<https://www.linkedin.com/in/ksprague08/>

"Know who you are. Then introduce yourself early and often until people forget their assumptions and only recognize your truth."

Mele Miller, CEO, RiteSize Consulting
<https://www.linkedin.com/in/melemiller/>

"It's easier to take risks when you are creating, and very much more difficult when you're reacting"

Angela Dunleavy, serial CEO – Ethan Stowell Restaurants, FareStart, Gourmondo, Rally Hospitality
<https://www.linkedin.com/in/angela-dunleavy-a5401320/>