



# WISE: Women In Strategic Engagement

Join a global movement  
to shape the leaders of tomorrow.



# Welcome to WISE!

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WISE (Women in Strategic Engagement) is a leadership development programme designed for women operating in, or aspiring to, senior leadership and board-level roles.

The programme strengthens strategic confidence, decision-making capability, and boardroom readiness by combining leadership practice with in-depth governance, financial, legal, and geopolitical knowledge.

WISE is built for women who want to engage with complexity, take responsibility at senior level, and position themselves with credibility in decision-making environments.

Join a programme that equips you not only to lead, but to lead where it matters most.

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## What is WISE?

**WISE is a structured leadership programme designed to:**

- structured leadership programme designed to:
- Strengthen women's readiness for senior leadership and board-level roles
- Equip participants with practical governance, financial, legal, and strategic knowledge
- Develop influence, positioning, and decision-making confidence
- Foster a strong peer network of women operating at senior levels.

**Program Length:** 15 weeks.

**Format:** In-person sessions complemented by online learning elements.

## What You Will Develop

**Through expert-led modules and peer exchange, participants will strengthen their ability to:**

- Contribute credibly to board and senior leadership discussions
- Navigate governance, financial, legal, and geopolitical complexity
- Build influence and secure commitment in high-stakes environments
- Position themselves strategically for leadership and board roles

## Why Join WISE?

- A curriculum designed specifically for senior leadership and board readiness
- Expert-led modules grounded in real governance and decision-making practice
- A strong peer learning environment with women facing similar leadership challenges
- Direct access to ICC's global expertise, frameworks, and standards



**“** We started with pioneers who broke the glass ceiling by creating equality laws and opening access to top decision-making roles. This was followed by women who had already made it — industrialists, investors, managers — who chose to support the next generation.

Now it is WISE's turn: a programme designed to empower women to excel in leadership and governance.

Seize the opportunity to turn ambition into impact.”

Viviane Reding, Former First Vice-President of the European Commission

A photograph of a woman with blonde hair, wearing large white sunglasses, a white blazer over a white top, and a necklace with a large blue cube pendant. She is smiling and holding a stack of books. The background shows a modern building with large glass windows and a street lamp. The text "Empower. Lead. Transform." is overlaid on the left side of the image.

**Empower.**  
**Lead.**  
**Transform.**

# The WISE Curriculum Architecture

## PHASE 1

### Positioning Yourself as a Leader

#### Clarifying identity, ambition, and visibility

This phase establishes a strong foundation by helping participants articulate who they are as leaders, how they are perceived, and how career progression actually happens at senior levels.

#### Modules

- Leadership Identity / Exploring Self as a Leader
- Powering up Sponsorship for Career Development

#### Focus

- Leadership identity and self-positioning
- Visibility, credibility, and recognition
- Sponsorship as a structural career accelerator

#### Outcome

Participants gain clarity on their leadership narrative, understand how power and sponsorship shape careers, and define intentional strategies for progression.

## PHASE 2

### Decision-Making Power & Confidence

#### Strengthening judgment, resilience, and strategic contribution

This phase equips participants with the confidence and tools to contribute credibly to senior decision-making, even in complex, high-pressure environments.

#### Modules

- Financial Fundamentals for Leaders
- Developing a Boardroom Mindset
- AI in Practice: A Leadership Perspective
- Boosting Your Mental Fitness

#### Focus

- Financial literacy and strategic questioning
- Boardroom behaviour, influence, and communication
- Emerging technologies and responsible AI
- Mental resilience and self-regulation under pressure

#### Outcome

Participants strengthen their ability to engage in complex discussions, manage uncertainty, and maintain authority and composure in senior settings.

## From leadership identity to boardroom impact

The WISE programme is designed as a structured leadership journey, not a collection of stand-alone workshops. Over the course of the programme, participants progressively build the capabilities, confidence, and credibility required to operate effectively in senior leadership and board-level environments. The curriculum follows four integrated phases, each addressing a critical dimension of strategic leadership.

WISE combines leadership practice and positioning with board-level knowledge and governance literacy, enabling women to operate with confidence, credibility, and impact in senior leadership and decision-making roles.

## PHASE 3

### Operating at Board & System Level

#### Understanding governance, risk, and the external environment

This phase expands the lens from individual leadership to system-level responsibility, addressing the realities boards face in a global, regulated, and volatile context.

#### Modules

- Leading with Sustainability and Responsibility
- (including supply chain & contracting)
- Understanding Geopolitics and Navigating International Trade
- Understanding Legal Structures for Organizations
- Governance Principles and Responsibilities

#### Focus

- Sustainability, due diligence, and supply-chain oversight
- Geopolitical risk and international trade dynamics
- Legal structures, roles, and liabilities
- Governance, integrity, and risk oversight

#### Outcome

Participants develop the literacy required to assess risk, challenge constructively, and contribute meaningfully to governance and oversight discussions.

## PHASE 4

### Influence, Credibility & Impact

#### Turning expertise into authority and opportunity

The final phase focuses on influence, positioning, and real-world impact, helping participants translate capability into concrete leadership and boardroom presence.

#### Modules

- Getting the YES: From Agreement to Commitment
- Strategic Networking for Career Advancement
- Crafting a Board-Ready CV
- Managing Corporate Crises and Insolvency
- Mastering Board of Directors Meetings
- Peer Review

#### Focus

- Securing commitment and closing decisions
- Strategic networking and influence ecosystems
- Board positioning and credibility
- Crisis leadership and responsibility
- Effective participation in board meetings
- Peer reflection and learning integration

#### Outcome

Participants strengthen their authority, refine their board-level positioning, and leave with concrete strategies for influence, decision-making, and next career steps.

# WISE Programme

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The WISE (Women in Strategic Engagement) Programme is a leadership development programme designed to strengthen strategic confidence, influence, and boardroom readiness for women operating in senior leadership contexts.

The curriculum combines:

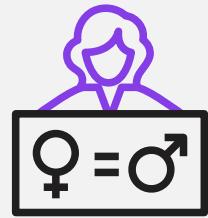
- Leadership practice and positioning (how leaders show up, influence, and progress), and
- Board and strategic knowledge (what leaders must understand to contribute credibly at senior and board level).



MODULE 1 | THE HAGUE | 12 MARCH

## Leadership identity / Exploring Self as a Leader

**Focus:** This module examines leadership identity as a dynamic construct shaped by experience, feedback, context, and recognition. Particular attention is given to identity tensions experienced by women as they move into senior and board-adjacent roles.



### Key Learning Areas:

- How leadership identity is formed and reinforced over time
- Internal identity vs external perception
- Identity misalignment and its impact on confidence and decision-making
- Leadership narratives and self-positioning

### Learning Outcomes

Participants will:

- articulate their leadership identity with greater clarity
- recognise patterns influencing confidence and career decisions
- define a future leadership direction to guide strategic career choices

**Trainer: Helen Tubb**



MODULE 2 | THE HAGUE | 12 MARCH

## Powering Up Sponsorship for Career Development

**Focus:** This module focuses on sponsorship as a structural driver of senior career progression, distinguishing it clearly from mentorship.



### Key Learning Areas:

- Sponsorship vs mentorship: roles, expectations, risks
- Power, influence, and decision-making ecosystems
- Identifying sponsors, influencers, and intermediaries
- Managing sponsorship relationships over time

### Learning Outcomes

Participants will:

- map their sponsorship and influence ecosystem
- identify gaps limiting visibility and advancement
- define concrete actions to strengthen sponsorship positioning

**Trainer: Helen Tubb**



## Financial Fundamentals for Leaders

**Focus:** This module builds financial literacy for leaders who must engage in senior-level and board-level financial discussions.



### Key Learning Areas:

- Structure and interpretation of financial statements
- KPIs, budgets, forecasts, and cash flow
- Financial risk and performance trade-offs
- Financial narratives for decision-making

### Learning Outcomes

Participants will:

- engage confidently in financial discussions
- ask informed, critical financial questions
- better assess financial risk and performance implications

**Trainer: Muriel Mosango**



## Developing a Boardroom Mindset

**Focus:** This module develops the mindset and behavioural skills required in governance and boardroom contexts.

### Key Learning Areas:

- Systems thinking and governance logic
- Influence without operational control
- Power dynamics, trust, and emotional intelligence
- Assertive communication and feedback

### Learning Outcomes

Participants will:

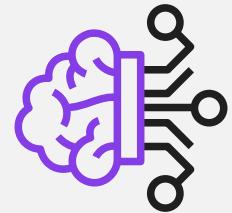
- strengthen authority in senior decision-making settings
- manage disagreement constructively
- contribute more effectively in boardroom environments

**Trainer: Pauline Six**



## AI in Practice: A Leadership Perspective

**Focus:** This module equips leaders to engage with AI from a governance, risk, and responsibility perspective.



### Key Learning Areas:

- How AI systems work (conceptual level)
- Business use cases and limitations
- Bias, transparency, and accountability
- Responsible AI and governance oversight

### Learning Outcomes

Participants will:

- assess AI use cases from a leadership standpoint
- recognise ethical and governance risks
- ask informed questions in AI-related decisions

**Trainer: Elizabete Kalnozola**



## Boosting Your Mental Fitness

**Focus:** This module strengthens mental fitness as a leadership capability, based on the Positive Intelligence (PQ) framework.



### Key Learning Areas:

- Saboteurs and behavioural patterns
- Stress, reactivity, and decision-making under pressure
- Mental fitness practices (PQ Reps)
- Sage perspective and self-regulation

### Learning Outcomes

Participants will:

- improve resilience and focus under pressure
- manage internal resistance and stress responses
- develop a personal mental fitness action plan

**Trainer: Natalia Leal**



MODULE 7 | THE HAGUE | 11 JUNE

## Leading with Sustainability and Responsibility (including supply chain & contracting)

**Focus:** This module positions sustainability as a strategic, governance, and risk issue.



### Key Learning Areas:

- Sustainability drivers: regulation, stakeholders, risk
- Supply chain oversight and due diligence
- Contractual levers and accountability
- ESG metrics and board reporting

### Learning Outcomes

Participants will:

- understand sustainability at board level
- challenge sustainability decisions constructively
- assess trade-offs between efficiency and resilience

**Trainer: Svetlana Jerkovic, Monali Bagul**



MODULE 8 | THE HAGUE | 11 JUNE

## Getting the YES: From Agreement to Commitment

**Focus:** This module addresses decision closure and commitment in senior negotiations.



### Key Learning Areas:

- Why agreements fail after a “yes”
- Decision authority and stakeholder alignment
- Hidden objections and resistance
- Closing structures and follow-through

### Learning Outcomes

Participants will:

- test whether commitment is real
- close decisions with greater clarity
- improve negotiation outcomes at senior level

**Trainer: Larissa Keijzer**



## Understanding Geopolitics and Navigating International Trade Policies

**Focus:** This module provides a practical framework for understanding geopolitics and trade impacts on business.

### Key Learning Areas:

- Global power shifts and trade dynamics
- Sanctions, regulation, and market access
- Europe's position in global trade
- Translating geopolitics into business risk

### Learning Outcomes

Participants will:

- build a clear global trade mental map
- assess geopolitical risk
- contribute to international strategy discussions

**Trainer: Marta Prado Larburu**



## Peer Review

**Focus:** This session integrates learning through structured peer reflection.

### Key Learning Areas:

- Peer consultation methodology
- Reflective questioning
- Perspective-taking and accountability

### Learning Outcomes

Participants will:

- gain clarity on real leadership challenges
- translate learning into concrete actions
- strengthen peer learning relationships

**Trainer: Laure Jacquier**



MODULE 11 | BRUSSELS | 10 SEPTEMBER

## Managing Corporate Crises and Insolvency

**Focus:** This module prepares leaders for crisis situations and financial distress.



### Key Learning Areas:

- Types of corporate crises
- Early warning indicators
- Board and management responsibilities
- Insolvency-related risks and decisions

### Learning Outcomes

Participants will:

- recognise crisis situations early
- understand leadership duties under pressure
- improve judgment in high-stakes contexts

**Trainer: Bart Volders**



MODULE 12 | BRUSSELS | 10 SEPTEMBER

## Strategic Networking for Career Advancement

**Focus:** This module develops networking as a strategic career tool.



### Key Learning Areas:

- Network strategy and positioning
- Influence and relationship ecosystems
- Digital networking (LinkedIn, platforms)
- Reciprocity and credibility

### Learning Outcomes

Participants will:

- develop a focused networking strategy
- increase professional visibility
- manage relationships more intentionally

**Trainer: Kerstin Born-Sirkel**



MODULE 13 | THE HAGUE | 8 OCTOBER

## Crafting a Board-Ready CV

**Focus:** This module prepares participants for board and advisory positioning.

### Key Learning Areas:

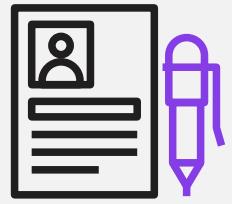
- Board recruitment logic
- Board vs executive CVs
- Value proposition and fit
- Board interviews and expectations

### Learning Outcomes

Participants will:

- clarify their board profile
- strengthen their board CV
- understand board selection dynamics

**Trainer:** Christine Heeger, Vera Klaus



MODULE 14 | THE HAGUE | 8 OCTOBER

## Understanding Your Organisation Culture

**Focus:** This module examines organisational culture as a driver of behaviour and performance.

### Key Learning Areas:

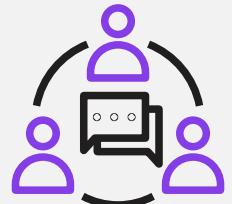
- Formal vs informal culture
- Power dynamics and bias
- Psychological safety and trust
- Culture and leadership behaviour

### Learning Outcomes

Participants will:

- read organisational culture accurately
- identify cultural risks and strengths
- influence culture consciously

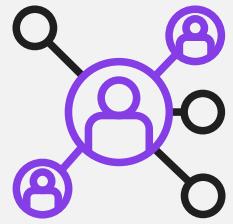
**Trainer:** Bianca Bernecker



MODULE 15 | THE HAGUE | 5 NOVEMBER

## Understanding Legal Structures for Organizations

**Focus:** This module builds legal literacy for senior leaders and board members.



### Key Learning Areas:

- Legal entities and governance models
- Roles of boards, shareholders, works councils
- Directors' duties and liabilities
- Legal risk and accountability

### Learning Outcomes

Participants will:

- understand legal responsibilities
- recognise legal red flags
- engage effectively with legal advisers



**Trainer: Lous Vervuurt, Valérie van den Berg**

MODULE 16 | THE HAGUE | 5 NOVEMBER

## Governance Principles and Responsibilities

**Focus:** This module addresses governance as a system of oversight, accountability, and risk.



### Key Learning Areas:

- Governance frameworks and roles
- Risk oversight and compliance
- Integrity and ethical decision-making
- Responsibility when things go wrong

### Learning Outcomes

Participants will:

- strengthen governance literacy
- understand board accountability
- contribute confidently to governance discussions



**Trainer: Michael van Woerden**

## Mastering Board of Directors Meetings

**Focus:** This capstone module focuses on effective participation and influence in board meetings.



### Key Learning Areas:

- Boardroom roles and dynamics
- Communication styles and influence
- Managing disagreement
- Preparation and follow-up

### Learning Outcomes

Participants will:

- increase effectiveness in board meetings
- communicate with greater authority
- contribute more strongly to board decisions

**Trainer: Larissa Keijzer**



## Why Choose ICC for Leadership Training?

The WISE programme is powered by ICC (International Chamber of Commerce), the world's largest business organisation representing enterprises across all sectors and regions.

ICC brings unparalleled expertise in governance, international trade, dispute resolution, sustainability, and rule-setting. Through WISE, this global perspective is translated into a leadership curriculum grounded in real decision-making environments.

## Practical, Actionable Leadership Development

WISE bridges the gap between theory and practice. Each module integrates expert insight with real-world cases and applied frameworks, enabling participants to engage confidently with complex governance, financial, legal, and strategic challenges.

## What Makes the WISE Programme Unique

- **Board-level relevance:** Content grounded in real governance, risk, and decision-making practice
- **Applied learning:** Case-based discussions, practical frameworks, and peer exchange
- **Global perspective:** Access to ICC's international standards, insights, and expert network
- **Senior focus:** Designed for women operating in, or moving toward, senior leadership and board-level roles



Bezuidenhoutseweg 12  
2594AV, The Hague,  
The Netherlands  
[www.iccwbo.nl](http://www.iccwbo.nl)  
[info@icc.nl](mailto:info@icc.nl)