



WISE: Women In Strategic Engagement

Join a global movement to shape the leaders of tomorrow.



Welcome to WISE!

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

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

Taking place from March until December, WISE is powered by ICC (International Chamber of Commerce), the world's largest business organisation representing enterprises across all sectors and regions.

We have created WISE for women who want to position themselves in decision-making environments. To engage with complexity and take responsibility at senior levels.

Bridging the gap between theory and practice, the WISE programme consists of 17 in-person and online modules that form a structured and relevant leadership curriculum grounded in real decision-making environments. Hosted by renowned industry experts, each module integrates in-depth insight with engaging learning content.

What makes WISE 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:** A curriculum designed specifically for women operating in, or moving toward, senior leadership and board-level roles

What you will gain from WISE?

- A powerful voice in boardroom and senior leadership decisions
- The confidence to lead through governance, financial, legal and geopolitical complexity
- The influence to move people, shape outcomes and drive commitment
- Clear positioning for senior leadership and board roles
- Real-world board readiness grounded in expert insight and ICC's global standards
- A strong peer learning community of women navigating similar leadership challenges

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

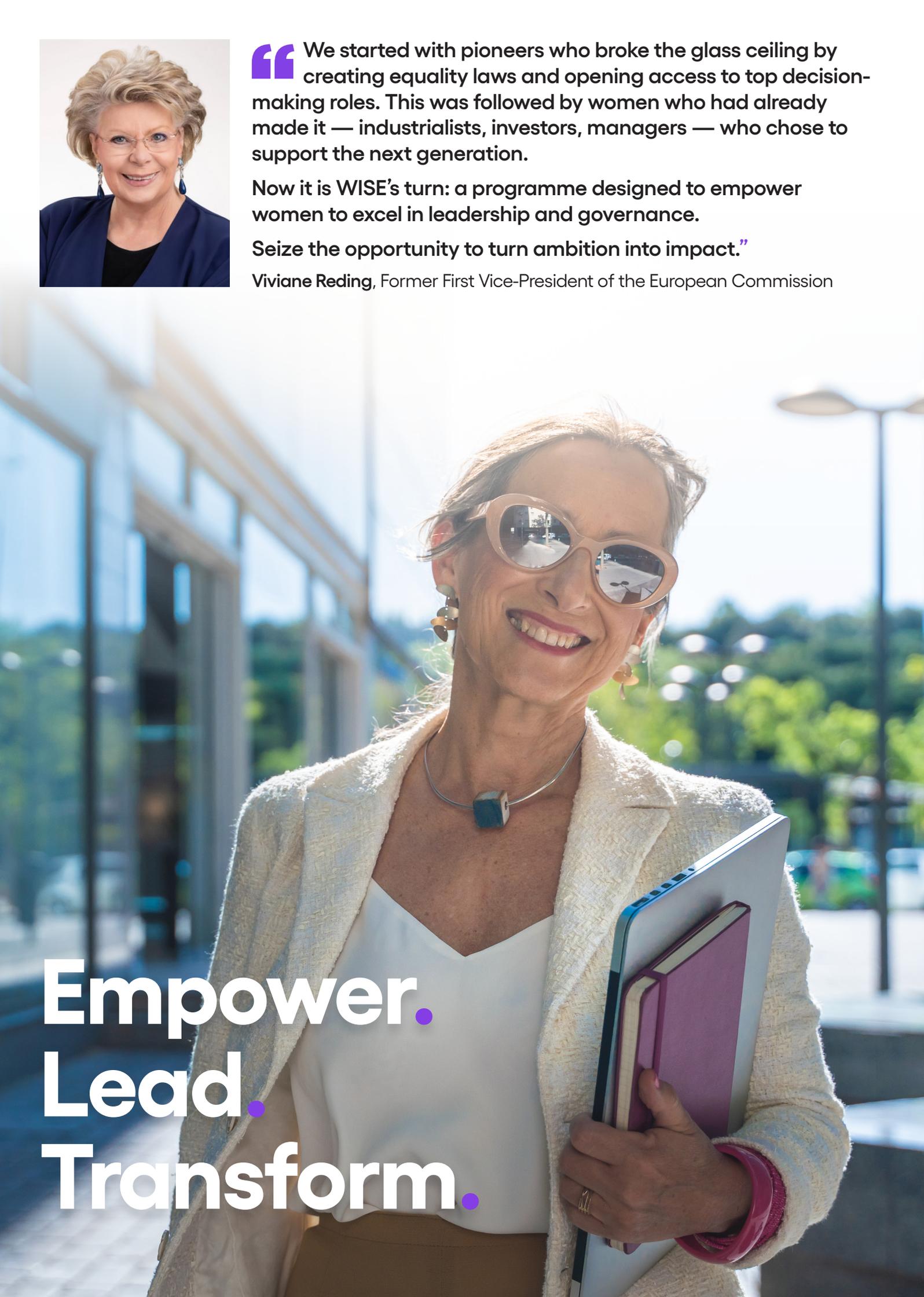


“ We started with pioneers who broke the glass ceiling by creating equality laws and opening access to top decision-making roles. This was followed by women who had already made it — industrialists, investors, managers — who chose to support the next generation.

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



Empower.
Lead.
Transform.

The WISE Curriculum Architecture



PHASE 1

Leadership positioning

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.

Key points

- 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

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

Key points

- 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 17 modules, participants progressively build the capabilities and confidence 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.



PHASE 3

Operating at Board & System Level

This phase broadens the scope from individual leadership to system-level responsibility, addressing the realities boards face in the real-world context.

Key points Key points

- 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

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

Modules

- Securing commitment and closing decisions
- Strategic networking and peer reflection
- Effective and credible participation in board meetings
- Crisis leadership and responsibility

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

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:

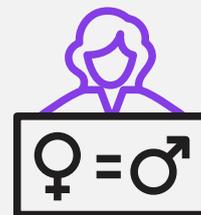
- How leadership identity is formed and reinforced over time
- Internal identity VS external perception
- Identity misalignment and its impact on confidence and decision-making
- Leadership narratives and self-positioning

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



MODULE 3 | AMSTERDAM | 9 APRIL

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



MODULE 4 | AMSTERDAM | 9 APRIL

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



MODULE 5 | THE HAGUE | 7 MAY

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:

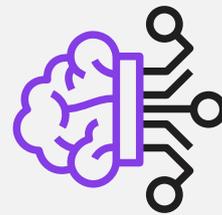
- How AI systems work (conceptual level)
- Business use cases and limitations
- Bias, transparency, and accountability
- Responsible AI and governance oversight

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



MODULE 6 | THE HAGUE | 7 MAY

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: Svjetlana 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



MODULE 9 | THE HAGUE | 2 JULY

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



MODULE 10 | THE HAGUE | 2 JULY

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:

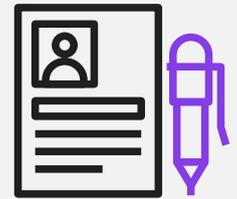
- Board recruitment logic
- Board VS executive CVs
- Value proposition and fit
- Board interviews and expectations

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 Organisations

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



MODULE 17 | THE HAGUE | 3 DECEMBER (FULL DAY)

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



Are you ready for WISE?

WISE brings together women who are ready to grow, challenge one another, and lead with purpose.

Step into a learning experience designed for the impact you're ready to make. Join women leaders who are shaping decisions, institutions, and the future – together.



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