



2024 - 2025 PROGRAM OVERVIEW

Session 1: Leadership Vision & Assessment

Friday October 18, 2024, 8:30am to 1:30pm

Facilitator: Katrina Graham, 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: Understanding Your Bias

Friday November 15, 2024, 8:30am to 12:30pm

Facilitator: Katrina Graham, 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*

"As a result of the CREW Boston Leadership Academy, I have an actionable leadership vision and a fabulous new group of inspiring friends. My advice to others: don't wait until you feel fully prepared — apply when curiosity strikes!"

*Amy Apfelbaum, Principal
McPhail Associates, LLC*

Session 3: Developing New Business

Friday December 16, 2024, 8:30am to 12:30pm

Facilitator: Haley 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 3, 2025, 8:30am to 12:30pm

Facilitator: Lou Bergholz, Edgework

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

Thursday January 23, 2025, 12:00pm to 1:00pm

Facilitator: Katrina Graham, 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*

"The CREW Boston Leadership Academy was an inspiring, months long journey in self-reflection and encouragement of one other as we mined the uniqueness of our individual leadership perceptions and challenges. The Academy taught me invaluable lessons in reframing, assertiveness and self-worth, interpersonal skills and best of all established indelible connections with my cohorts. I would recommend this program to any CREW woman looking for new ways to excel in her career."

*Jennifer Sutherby, Vice President
Redgate*

Session 6: Understanding Corporate Finance

Friday February 7, 2025, 8:30am to 12:30pm

Facilitator: Aimee Hoffman Smith, 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 7, 2025, 8:30am to 12:30pm

Facilitator: Katrina Graham, 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*

"Participating in the CREW Leadership Academy has been one of most meaningful experiences of my career. I applied with the hope of honing my skills and continuing my professional growth but what I gained has reached far beyond those limits. The program is thoughtfully designed and expertly facilitated to encourage, educate, support and connect women navigating the challenges faced both personally and professionally. I graduate the program energized, confident, and above all, inspired by my fellow classmates who I will forever consider friends and confidantes."

*Jocelyn Goglia, Senior Director of Commercial Interiors
WS Development*



"The Leadership Academy was important in realigning professional and personal goals. The program helped me create a clear outline of who I am as leader and further align a structure and boundaries for my professional life; lines that are easily blurred in business ownership. With the insight of our facilitator and the collaboration and support of our cohort I was empowered to take on the next phase of my career."

*Molly Pidgeon, CEO & Interior Designer
Pidgeon & Co. | House Of Dietrich*

Session 8: Bring it Together: Becoming a Strategic Thinker

Friday April 4, 2025, 8:30am to 12:30pm

Facilitator: Katrina Graham, 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*

Graduation held at 2025 CREW Boston Annual Achievement Awards

April 2025, 5:30pm to 9:00pm

Graduation Celebration Dinner

May 2025, 5:30pm

"The CREW Leadership Academy is a thoughtful program crafted for CRE professionals with an interest in leadership or already there. Each session covered a different leadership topic, and our facilitator did a beautiful job to thread all of them together. My favorite part of the Academy was hearing the experiences of the cohort of amazing women, and connecting with them in a way that made me feel a great sense of belonging and understanding. The program was very timely in my career, and I would recommend it wholeheartedly to anyone that not only wants to gain valuable leadership skills and perspective, but also wants to find a group of like-minded women that will become friends."

*Heidi Cashman, Senior Geotechnical Engineer
GeoEngineers USA, PC*



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 Katrina Graham, Orange Grove Consulting

Katrina is an Associate Professor of Management at Suffolk University. She earned her B.A. in History from the University of Virginia, M.S. in Human Resource Management from Villanova University, and PhD in Organizational Behavior from Drexel University. Prior to her academic position, Katrina was a personnel officer in the U.S. Air Force and has also worked in Human Resources. Her research explores ethics in the workplace, dysfunctional leadership, and employee-supervisor relationships. She teaches courses on Organizational Behavior, Leadership, Difficult Conversations, and Managing Difficult People at Work.

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*