



Women @ IE

Providing you with the knowledge, skills and network to make your dreams reality



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“In today’s business world, our opportunities are truly endless. At IE, women not only develop their technical skills, they are also exposed to numerous networking opportunities which help them achieve their professional goals. IE equips women with the instruments and tools to make their dreams reality.”

Celia de Anca
Director of the Center for
Diversity in Global Management



Women @ IE

At IE we are strongly committed to **supporting women** in their transition to **senior management** and **leadership positions**. We are constantly working towards making our faculty and student bodies diverse in terms of nationality, gender and world views. Another aspect where IE reaches out to women is in the **financial aid programs** designed specifically to help female candidates manage the financial aspect of investing in **top-tier higher education**.

Internationally recognized for **innovation, diversity, and entrepreneurship**, IE is dedicated to gender equality. A number of programs and courses at IE are designed to address issues related to women’s careers, leadership roles, and diversity management, including the MBA electives “Women and Leadership” and “Managing Diversity in the Global Organization”.

IE aims to create an environment of inclusion where everyone can learn and work to their maximum potential. The school has created a **Diversity and Equality Commission**, to ensure that no member of our staff or student body will receive less favorable treatment on any grounds unrelated to good employment practice or to academic performance.

IE firmly believes that diversity which includes the various ways in which each member of our community looks, thinks and acts enrich our learning experience.. Given this conviction, one of the Diversity and Equality Commission’s key objectives is to develop tools that give members of our organization the **flexibility** they need to apply their **unique talents** to contribute to the **shared objectives** of IE.

Quick Facts

- ✓ **33%** of our full-time **professors are women**
- ✓ **59%** of the **female professors** at IE **manage parallel careers** in executive positions in industry leading companies
- ✓ Women comprise **68%** of IE's staff
- ✓ Women make up around **30%** of all IE students
- ✓ The **percentage of female students** in our various MBA programs ranges **from 30 to 45**
- ✓ **40%** of IE **Law School** students are **women**
- ✓ **47%** of the students enrolled in **IE University's** programs **are women**
- ✓ Over **90 nationalities** are represented on the IE campus





Global IE Women Events

We strongly support women in business and continuously organize international events to help further women in their professional development by offering lectures and incredible networking opportunities. Below, please see a few of our latest women events.

Network your way to success

Moscow

Sponsored by Citigroup, Russia.

“Citibank strongly supports women in business and we are really happy to be part of an event like this one to help close the gender gap.”

Olga Sabanina
Vice president, Citigroup
Russia

“Developing potential talent is a priority for Russia - as it is all over the world. However, this region is seeing a change in demographics, with more women than men and an increased number of skilled women seeking higher positions. IE is dedicated to enhancing diversity in the workforce and, for example in the male-dominated business world in Russia; there is still a need for female emancipation.”

Deise Leobet
Business Development Director for Europe, Eastern Europe and CIS Countries, IE Business School
Spain

Female networking: Women leading the change

Madrid

Accenture and IE Business School join forces to celebrate the International Women’s day by hosting a conference focused on female entrepreneurs.

Seize your Opportunities: Learn practical tools that help you overcome obstacles and turn professional aspirations into reality

Munich

Sponsored by Allianz. Keynote speakers included Allianz, Deutsche Telekom, LVMH, Vogue, Accenture, Siemens and Colgate Palmolive.

“It was a wonderful evening well worth the time invested. I believe it helped me decide on what to pursue, and I must say with my varied interests I have a better direction now!”

Manthati Phomane
Lesotho

“Dear IE, I am looking forward to the next event! I did not expect so many women from so many backgrounds and nationalities; it was a great experience and provided very insightful ideas.”

Isabel Blazquez
Master in International Management 2010,
IE Business School

“The event was fantastic, not only thanks to the big audience, but also due to the level of the speakers; it was really interesting and well organized!”

Noelia Rodriguez Gonzalez
Spain

Women without fear of power

Madrid

An event focused on the positioning opportunities and career development from which women can benefit in a globalized and continuously changing world. Issues such as the difficulties women face in their career development, self branding and the importance of female talent were all examined during this summer evening.

“The meaning of the construct ‘power’ varies depending on the interpreter. To me, power is the ability to be with my family, to work with something I love and feel truly passionate about and to have hobbies. I think you need to know what makes you happy, and you must never fear making a decision or a choice, even though it might go against what society expects from you.”

Mónica Deza

Vice President of Innovation, McCann Erickson

Spain

To learn more about IE's international women's event, please visit the Center for Diversity in Global Management

<http://centerfordiversity.ie.edu>

Recession or renaissance: Thriving in the new era

Lisbon

Sponsored by the European Professional Women's Network. A unique opportunity to learn how individuals and businesses can respond to make the most of this time of change. The need for growing talent and diversity in the workplace, including gender diversity, was especially discussed and analyzed. Speakers included Gayle Allard from IE, Marijo Bos Rieke Smakman from the European Professional Women's Network and Maria da Assunção Esteves, H.E. President of the Assembly of the Republic of Portugal.

“The problem in Portugal is the same as in other countries in Europe; women nowadays have evolved in their professional skills but have difficulties arriving to the top of enterprises and public sector. This is a huge problem, for men and women. We need diversity, different talents, different views; it's a richness we cannot lose. Together with men, we can solve this. Of course we need to empower women; women need to recognize within themselves that they can do anything: take risks, be as competent as men and perhaps better, because they are much more capable of adjusting to big changes. And something which characterizes today's world is rapid change, every day, every minute, every second. Women are much more trustable, and better prepared for today's culture and movement. I think we will see a new era in equality for women.”

Maria de Belém Roseira
President, Socialist Party

Portugal

IE Financial Aid for Women

IE's commitment to the success of women is mirrored in the financial aid department where we continuously seek out new partnerships and opportunities to ensure we're always able to offer our female candidates competitive scholarship options.

85 Broads Scholarships

Lidera Scholarship

Diversity in Management Scholarships

European PWN Scholarship

Family Support Grant

IE - QS Scholarship for Women

IE Foundation Scholarships

IEEE Women in Engineering Fellowships

Master Scholarships for Chinese Women

Mr. and Mrs. Arpad von Lazar Merit Awards for Women Leaders

Queen Rania Scholarships for Women Leaders

Supporting Women Leaders Scholarships

Take the Challenge: IE Fund Female Scholarship

Women in Business & Finance Scholarships

Women in Sports Scholarships

New Scholarship for women (TBC)

For more information, and for instructions on how to apply to our financial aid programs, please visit

www.ie.edu/financialaid

In addition to Scholarships and fellowships, IE Financial Aid also manages a selection of different student loan programs. To find out more about loan options navigate to

www.ie.edu/loans





Your life @ IE

Diversity and inclusion lie close to the heart at IE. We are committed to creating an environment where the obstacles which traditionally stand between women and executive positions are removed. In order to do so, our pledge to equality permeates every decision we make; whether it is the creation of a new program format, a new academic organization or a foundation.

Regardless of your professional profile, your level of professional experience, your geographical location or the time you are able to commit to your studies; IE has a Master Degree that adapts to your needs, offering everything from MBAs to specialized Master Programs. IE is made up by seven schools, each specializing in different areas of knowledge; these schools complement each other to create an outstanding academic repertoire from which candidates can choose their program. IE operates on three levels, each with its own distinct identity and advantages, and all inter-related: our classrooms and facilities in Madrid, our campus in the historic city of Segovia and our online learning environment. It is partly thanks to this trinity that IE is able to offer such flexible program methodology, ensuring that all candidates can balance career and family life with the exciting challenges of a Masters degree. Combining short Face-to-face periods with online interactive periods IE's award winning Blended format is one of the most women-friendly formats in the world enabling mothers from everywhere to continue developing their educations without being forced to leave their families or interrupt their professional careers. Whether full-time, part-time or blended, the methodology used in all IE programs is characterized by its multidisciplinary nature, combining the most important themes with a strong international and vocational focus.

* Combines short Face-to-face periods with online interactive periods

To learn more about IE's blended methodology which offers the flexibility needed to juggle family, a career and an education, please visit:

<http://blended-masters.blogs.ie.edu/>

IE Center for Diversity in Global Management

The IE Center for Diversity in Global Management offers IE students a multitude of exciting opportunities.

Mentoring program for high potential women at IE

The IE Mentoring Program was created as a tool for the professional development of high potential women with the purpose of promoting their capabilities as business leaders.

Its three main objectives are:

- To provide women awarded a LiderA grant with professional support and mentoring during their master program
- To develop a model to provide support for the careers of high-potential women
- To develop evaluation and monitoring tools that will enable the program to track the professional development of participants over time

Goldman Sachs 10,000 Women

IE Business School has joined the global program "10,000 women" led by Goldman Sachs, with partners including Harvard, Wharton and Cambridge Universities. The main goal of the program is to educate women without resources worldwide. IE Business School, together with its Brazilian partner FGV-EAE, will provide 100 women in Brazil with a certificate in technology management. The Center for Diversity in Global Management supports this initiative by running the academic management of the program, including the proposal that was approved by Goldman Sachs in September 2008, the supervision and adaptation of all the materials for the course, and the definition of the criteria for selecting professors and candidates.



Training and Mentoring Program for Women-Led Business Liberia, DRC, Rwanda, Senegal, Mozambique and South Africa.

The Training and Mentoring Program for Women-Led Business: Liberia, DRC, Rwanda, Senegal, Mozambique and South Africa, co-lead by FAS and IE, was conceived to strengthen the inclusion of African women in the economic mainstream by empowering them to generate wealth in conditions of equal opportunities. The goals of the program are threefold:

- Training: Improve management and entrepreneurial skills of participant businesswomen so that, equipped with the necessary tools, they can progress on the consolidation of their competitive position in the market.
- Empowerment: Empower participating businesswomen by the expertise of mentors and tutors.
- Connecting: Connect participating businesswomen with relevant parties in their business sector and capital risk markets.

IE has participated in this program by providing training to the women, gathering volunteering IE students who went to the field and assisted the women in developing their business plans and finding mentors and managing the mentoring phase.

Women Entrepreneurship in Europe

Women Entrepreneurship in Europe is an alliance between Siemens and IE created to promote successful entrepreneurship among young women with technical training in Europe to reshape national economies and drive new growth opportunities. The goals are to promote scientific-driven innovation, boost young women's ambition, and build entrepreneurial and constructive attitudes among the European youth. These goals are achieved by organizing a business plan competition. The competition will be launched in the European Union countries and the European Union candidate countries.

Global Leadership for Women Executive Program

In March 2010 the Executive Education department launched the Global Leadership for Women Program. Among the different skills development executive programs celebrated every year, this is the first specifically targeted to women. This three day Global Leadership for Women Program helps talented female executives identify and develop their key leadership strengths as they move up the pipeline, lead strategic transformations, acquire necessary skills for all levels, gain confidence and greater understating of personal leadership and change management. The principle message of the course is "know yourself first, and then empower others to adapt successfully to change - and challenge yourself to grow continuously".

Clubs

At IE we truly understand the value of networking and here you will find a multitude of clubs where you can share your interest with fellow students. Our clubs are divided by geography, sector, function and affinity, meaning every student can find the perfect fit. Clubs which are directed towards women include the Women in Business Club, the Alumni Women in Business Club and the 85 Broads.

To view a complete list of Student Clubs available please visit

www.ie.edu/alumni

Focus on IE Professors, Research and Female Entrepreneurs

Female Faculty

With a faculty where over a third are women, finding a strong and inspiring mentor is not a hard task at IE.

Gayle Allard

At a time when European unemployment rates are soaring, particularly in countries such as Spain and Italy, the research of California born Gayle Allard, on the effects of welfare-state policies on employment and unemployment is of particular relevance.

Her most recent areas of focus include how the welfare state affects productivity as well as jobs, and what effect immigration flows have on the labor market. She has developed an indicator for employment-protection legislation that covers all of the OECD countries since 1950, and a new indicator for the generosity of unemployment benefits, called the Net Reservation Wage, for the same countries and period.

"It's fascinating to see how implementing and even just administering these policies differently gives rise to very different results," Allard notes. "I'm also doing a lot of research and data mining on immigration because with an aging population and a declining native population it's becoming a real challenge for Europe."

Similar to her research, Professor Allard's approach to teaching economic environment and international economics is to reference real world events. "I try to touch on everything that's relevant to business," she says. "I give real life examples constantly and I'm always bringing up comparative data, different models and different approaches. Operating at the level of the ivory tower just seems counter intuitive and unnatural to me."

Monika Hamori

Monika Hamori has been a professor of Human Resources and the Director of academic development at IE Business School since 2009. She holds a Ph.D. in Management by Wharton School. For her dissertation research, Dr. Hamori worked with two multinational head-hunters and several boutique executive search firms in the US. She has published articles on online recruitment, on how executive search firms work and on the predictors of executive career success. She has also contributed to publications such as The Harvard Business Review and the Financial Times' Mastering Management series.

With a three-year Marie Curie International Re-Integration research grant from the European Commission, Dr. Hamori will be collecting data on European and Spanish executive careers. "It's an ambitious project" she explains, "but it's important because I'll be filling a gap in the existing research".

Lucy P. Marcus

CEO of Marcus Venture Consulting and a member of the IE International Board, Lucy P. Marcus is a professor of Leadership and Governance at IE Business School. Marcus has been recognized for her ground breaking work in leadership and governance. She is the winner of the 2011 Thinkers 50 "Future Thinkers Award". She was the recipient of the 2011 Yale University "Rising Star of Corporate Governance" Award, and was selected for one of the 2011 National Association Corporate Directors (NACD) Directorship 100 lists for promoting boardroom excellence.

As the Anglo-American board chair and non-executive director who challenges conventional wisdom both inside and out of the boardroom, Marcus has been recognized for setting the agenda on future proofing boardrooms and companies around the world. She speaks and writes about corporate governance, ethics and leadership for the Harvard Business Review, Reuters and other leading global publications. In her own words, "Boards need independent directors with skill, vision and commitment and boardrooms need to be addressing new agenda items for difficult economic times, and students need to explore this now".





Faculty Research

The vast majority of IE professors are active researchers, and the topic of women is often in focus. Below, you will find an excerpt of a long list of publications made by IE professors.

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- Justo, R. (n.d.).** Emprendimiento femenino en España: una mirada al proyecto GEM. *Fundación Iberemprende*
- Mayo, M. (n.d.).** Guia de Buenas Prácticas: Equilibrio de la Vida Profesional, Familiar y Personal. *Ministerio de Sanidad y Política Social*
- Mayo, M., & Pastor, J.C. (n.d.).** Identity-Based Diversity: Conceptualization And Measurement. *Best Paper Proceedings of the Institute of Behavioral and Applied Management*, 420-426.
- Mayo, M., Moreno, B., Sanz-Vergel, A.I. (n.d.).** Effects Of Work-Family Conflict On Employee'S Well-Being: The Moderating Role Of Recovery Experiences. *Journal of Occupational Health Psychology*, 14(4):427-440.
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- Mayo, M., Pastor, J.C., & Cooper, C. (n.d.).** Achieving Work-Family Balance Among Spanish Managers and their Spouses: a Demands-Control Perspective. *International Journal of Human Resources Management*, 22(2):331-350.
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Female entrepreneurship at IE

Entrepreneurship, like diversity, is integral to IE. IE was founded by entrepreneurs for entrepreneurs and it is fitting that half the entrepreneurship faculty is female. IE fiercely supports its female students who have chosen the path of entrepreneurship.

Rachida Justo, child of a Tunisian mother and a Dominican father and married to a French citizen, likes to describe herself as a product of globalization. It is this atypical profile that underlies Rachida's specialist interest in fields such as women entrepreneurs & social enterprises. She has received several awards including "Best Women's Entrepreneurship Paper Award" from the Academy of Management Conference and IE's Best Teaching Case Award. Since 2002, Rachida has been a member of GEM, the largest single study of entrepreneurial activity in the world. From 2003 until 2007 she worked as the associate director for the Associate Dean's Office at IE Business School, and is currently focusing on research and teaching.

Hana Milanov joined IE's Entrepreneurship Faculty in 2007 upon finishing her doctoral studies in Entrepreneurship and Strategy at Kelley School of Business, Indiana University. Her research bridges these two disciplines through a special interest in social networks. Specifically, she explores how entrepreneurs can efficiently enter industry networks, the uncertainties surrounding the formation of new alliances, as well as the mechanisms through which entrepreneurs can position themselves in the network in order to maximize the benefits from privileged access to various resources. Hana's work was published in *Frontiers of Entrepreneurship Research*, and presented in some of the most prestigious conferences in the fields of Entrepreneurship and Strategy such as the Babson-College Entrepreneurship Research Conferences, Academy of Management Annual Meetings and Strategic Management Society Conference among others.

Born into a family business environment, **Cristina Cruz** has dedicated five years to research in management teams in this type of companies. "I'm interested in knowing the difference it makes if managers are members of the family or not" Cruz says. Currently, Professor Cruz is focusing her efforts on injecting the entrepreneurial spirit into new generations. "The founder of a family business is a born entrepreneur, but that does not necessarily imply that subsequent generations will be" - she argues. This underlying philosophy and the conclusion of her research is the base of IE's elective course on family venturing. Cristina's work was published in prestigious journals such as *The Academy of Management Journal* and presented in conferences such as the Babson-College Entrepreneurship Research Conferences and the Academy of Management Annual Meetings. Since 2004, she is a member of the research team of the Global Entrepreneurship Monitor, the largest single study of entrepreneurial activity in the world. Recently, she has also been appointed Director of the IE University Young Entrepreneurship Chair, funded by Bancaja.

Thanks to the guidance of the Entrepreneurship and Venture Lab departments, several exceptional female alumni have turned their talents to entrepreneurship. Marcela Torres and Jennifer Guintu are behind the Venture Lab winning business plan. The plan has become reality as Prosperitas was established as a micro finance company in Bogota, Colombia last year.

"Today, change is ubiquitous and the rate of change is the highest in recorded history. We are forced to examine priorities, make choices and build innovative solutions to complex problems of modern society. Viable entrepreneurial idea generation in this environment requires a set of skills inherent to women; vision and imagination, innovative thinking, adaptability, leadership amidst uncertainty, and a willingness to take risks. Women are well positioned to unlock business potential in these circumstances.


The International MBA at IE Business School was instrumental to starting my own business. The professors at IE helped shape a global business perspective that allowed me to spot a business opportunity and capitalize on it -today some of them remain an invaluable resource; accessible and encouraging way past the program duration. The program itself provided the knowledge framework and tools for evaluating business viability and potential to scale. Last but not least, the international network I developed at IE gives me access to an extensive worldwide pool of alumnae to help market and grow my business.

Access to capital, info and mentorship is becoming easier and more egalitarian for women. I expect to see many more women take advantage of today's market conditions to start their own businesses. As a woman, running your own business allows a higher level of flexibility to enhance work-life balance. With the multiple roles women have, and the conflicting demands on our time, it provides a viable and rewarding alternative to the status quo."

Fiona Khan

Founder, Fionak - The ultimate fashion app for women

<http://www.fionak.com>



“Women are imaginative multitaskers by nature; we’re hard workers and are self motivated which is crucial to laying the foundation of a new business. Attending a master program at IE provides you with the complementary skills and knowledge to create a solid business plan and to manage all the different facets of a company. Due to women’s high level of education, the changes in the social model and the labor market; I think we will continue to see female entrepreneurs as a response to the glass ceiling attitude often encountered, and in an effort to combine work with family.”

Alice Fauveau

CEO, FOCUS ON WOMEN S.L - Trips for women done by women

<http://www.focusonwomen.es/>



Please contact us directly at

Admissions Department
María de Molina 11
Madrid, Spain

T: + 34 915 689 610
F: + 34 915 689 710
admissions@ie.edu

IE would like to extend its deepest thanks to all those students, alumni, faculty members, and other parties who appear in this brochure.

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