



Certificate Program:

CCO Leadership in Multistakeholder Value Creation: Advancing the CEO-CCO Partnership

*Learn how to become an indispensable leader in creating
long-term value for stakeholders*

Co-directed by Ravi Dhar and Jon Iwata

Agenda and Preliminary Syllabus

Certificate Program:
**CCO Leadership in Multistakeholder Value
Creation: Advancing the CEO-CCO Partnership**

*Learn how to become an indispensable leader in creating
long-term value for stakeholders*

Date: February 23-26, 2026

Venue: Yale School of Management, New Haven, CT



Learning Objectives

Strengthen your ability to partner with the CEO and peer CxOs by understanding the challenges, priorities, and realities of leading the enterprise at the intersection of multiple stakeholders.

Enhance your ability to formulate and operationalize purpose, culture, and strategies to [make your stakeholder relationships a competitive advantage](#).

Understand the role of incentives and [how to integrate financial and non-financial objectives](#) to drive behavior and decision-making.

Reimagine how to [generate long-term shareholder value](#) by creating value for customers, employees, communities, and other stakeholders. Avoid trade-off thinking by adopting methods of framing and designing solutions that meet multiple stakeholder requirements.

Proactively [determine the relevance of stakeholder issues](#) and opportunities.

[Build the capability to steward your corporation's brand](#) in the way CEOs increasingly recognize as essential—by strategically positioning it across the full stakeholder ecosystem.

[Build skills to influence across business functions](#), achieving commitment and buy-in from stakeholders over whom communications leaders have little or no formal authority.

Pre-program Webinar

February 2026:

One-hour webinar hosted by Yale Program on Stakeholder Innovation and Management to review the course curriculum and assign pre-reads.

Monday, February 23, 6:30 PM
Evening Reception & Dinner
The Study Penthouse



Day 1: Tuesday, February 24

Yale SOM Classroom

Module	Focus	Lecturer(s)
CCO Stakeholder Challenges and Opportunities	Intro and Discussion Participants share their challenges and opportunities.	Ravi Dhar Jon Iwata
The CEO Perspective	Insights from 200+ CEO Interviews Drawing from over 200 CEO interviews, we explore how business purpose has evolved and what CEOs need from their teams to successfully create value for shareholders and other stakeholders. Through real-world examples and case studies, we examine how organizations gain competitive advantages by adopting multi-stakeholder management approaches.	Ravi Dhar Jon Iwata
Systemic Approaches to Stakeholder Value Creation	How the CEO Uses Purpose, Culture, Strategy Learn from Y-SIM research how leading CEOs drive stakeholder value through a holistic integration of purpose, culture, and strategy. Through cases like Warby Parker, Mars, and Rio Tinto, we examine how leaders align these elements systemically, embedding them into organizational processes to translate stakeholder commitments into operational reality and guide day-to-day business decisions.	Ravi Dhar Jon Iwata
	Sensemaking: Team discussion.	Jon Iwata
	Guest Speaker: Andy Pharoah, VP of Corporate Affairs and Sustainability, Mars Inc. Andy discusses a recent effort to codify foundational aspects of the Mars business, the development of a holistic management system called Compass, and the role he and his team played in its creation and implementation.	Andy Pharoah
Skills to Successfully Executing Learnings	Influence Without Formal Authority Achieving your organizational objectives will invariably require commitment and buy-in from stakeholders over whom you have little or no formal authority. Learn what strategies and tactics leaders can utilize to garner greater informal power and influence for themselves and for the organizational units they represent.	Jim Baron

Tuesday, February 24, 5:45 p.m.
Networking Dinner
Mory's Members Only Association



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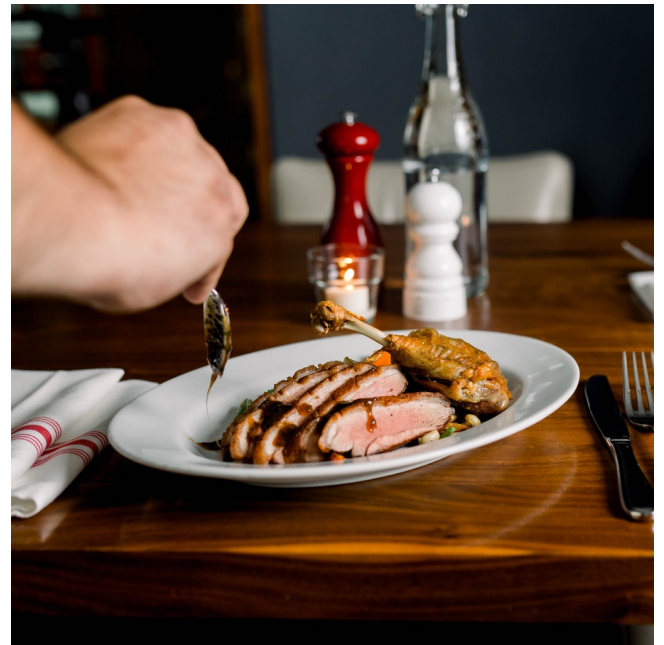


Day 2: Wednesday, February 25

Yale SOM Classroom

Module	Focus	Lecturer(s)
Designing Solutions for the “And”	Framing Multistakeholder Problems Learn how to approach, analyze, and solve complex problems in a structured way by viewing problems through multiple lenses and thinking about multiple stakeholders to clarify and solve problems.	Nathan Novemsky
	Simulation Through a simulation based on a real-world case, explore how to frame and solve a multi-stakeholder challenge.	Jon Iwata
	From Trade-offs to Innovation: Stakeholder Design Learn from leading companies, such as Nike, Enel and Target how to develop solutions for projects involving seemingly irreconcilable stakeholder requirements.	Jon Iwata Nathan Novemsky
Corporate Brand Strategy in a Multi-stakeholder World	Expanding Stewardship of the Corporate Brand This module explores how CCOs can steward and strengthen corporate brand by expanding the it beyond traditional audiences to encompass the full stakeholder ecosystem. Drawing from examples of companies who have lost their way serves as foundational lessons on how can re-establish their distinctive character is when drift erodes its core identity.	Ravi Dhar
	Reidar Gjærum, former SVP of Corporate Communication at Equinor, will share insights from the transformation of Statoil to Equinor—illustrating how brand, strategy, and stakeholder relationships were aligned to support an effective corporate repositioning.	Jon Iwata
	Through frameworks, case analysis, and guided work, participants will leave with a practical plan for architecting an enterprise brand grounded in enduring character and equipped for a multistakeholder world.	Reidar Gjærum
A Strategic Approach to Addressing Societal Issues	Determining Materiality of Stakeholder Issues Societal issues can be viewed as ‘hot button’ topics to be deftly managed or, as this session will explore, strategic opportunities for firms to strengthen their stakeholder relationships and brands.	Ravi Dhar Jon Iwata
Connecting it All Together	Future-Proofing Exercise: This module engages participants in a structured foresight exercise to evaluate emerging risks and systemic shifts facing their organizations. Drawing from course learnings and frameworks, attendees will analyze future threats and develop approaches that shift their practice from reactive crisis response to proactive, purpose/culture/strategy-aligned stakeholder management.	Ravi Dhar Jon Iwata

Wednesday, February 25, 5:30 p.m.
Networking Dinner
New Haven, CT



Day 3: Thursday, February 26

Yale SOM Classroom

Module	Focus	Lecturer(s)
Decision Making and Management at the Intersection of Business and Society	Corporate Short-termism Learn how investor behavior, CEO compensation plans, and external pressures influence long vs. short term return tradeoffs, risk management, and resource/investment allocation. We will also discuss how the cost of capital and ESG investment can impact the adoption of green technologies with potentially long payback periods.	Kelly Shue
	Implications of AI This session challenges participants to think proactively about how AI and agentic AI can deliver ROI via outsized productivity gains and business innovation. From a CCO-focused vantage point, we will examine how these technologies may disrupt the workforce, reshape brand value, and redefine stakeholder relationships.	Jon Iwata
	The Changing Role of the CCO. Guest speaker shares their experience about the changing role of the CCO and how communications leaders can expand beyond traditional boundaries.	TBD
Closing	Full Course Sensemaking: Team discussion.	Jon Iwata
	Closing Ceremony Remarks, survey, and certification ceremony.	Ravi Dhar Jon Iwata