

# Agenda and 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*

Co-directed by Ravi Dhar and Jon Iwata



Yale SCHOOL OF MANAGEMENT

Yale *Program on Stakeholder Innovation  
and Management*

**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: July 21-23, 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.

Monday, July 20, 6:30 p.m.  
Evening Reception & Dinner  
The Study Hotel, Penthouse



# Day 1: Tuesday, July 21

## Yale SOM Classroom 2220

Module	Focus	Time Slot	Lecturer(s)	
CCO Stakeholder Challenges and Opportunities	<p><b>Intro and Discussion</b></p> <p>The session opens with welcome remarks from Candace Steele Flippin, followed by an overview of the Yale Program on Stakeholder Innovation and Management and its guiding perspective. Participants then introduce themselves and share the key challenges and opportunities they are navigating in their organizations.</p>	75 min 9:00-10:15	Ravi Dhar Jon Iwata	
The CEO Perspective	<p><b>Insights from 200+ CEO Interviews</b></p> <p>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.</p>	70 Min 10:15-11:25	Ravi Dhar Jon Iwata	
15 min break				
Systemic Approaches to Stakeholder Value Creation	<p><b>How the CEO Uses Purpose, Culture, Strategy</b></p> <p>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. Drawing on lessons from 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.</p> <p><i><b>Pre-read:</b> Y-SIM Case Summary: Mars Compass, Y-SIM Case Summary: Warby Parker, Iwata, 2026, "When Companies Forget Who They Are"</i></p>	70 Min 11:40-12:50	Ravi Dhar Jon Iwata	
	60 Min Lunch			
	<p><b>Guest Speaker:</b> Andy Pharoah, VP of Corporate Affairs and Sustainability, Mars Inc. will discuss 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.</p>	60 Min 1:50-2:50	Andy Pharoah Jon Iwata	
	<p><b>Sensemaking</b></p>	30 Min 2:50-3:20	Jon Iwata	
15 Min Break				
Skills to Successfully Executing Learnings	<p><b>Influence Without Formal Authority</b></p> <p>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.</p> <p><i><b>Pre-read:</b> Salancik, G. R. &amp; Pfeffer, J. 1977. "Who Gets Power — And How They Hold on to It: A Strategic-Contingency Model of Power." <i>Organizational Dynamics</i></i></p>	85 Min 3:35-5:00	Jim Baron	

Tuesday, July 21, 5:30 p.m.  
Networking Dinner  
Mory's Members Only Association



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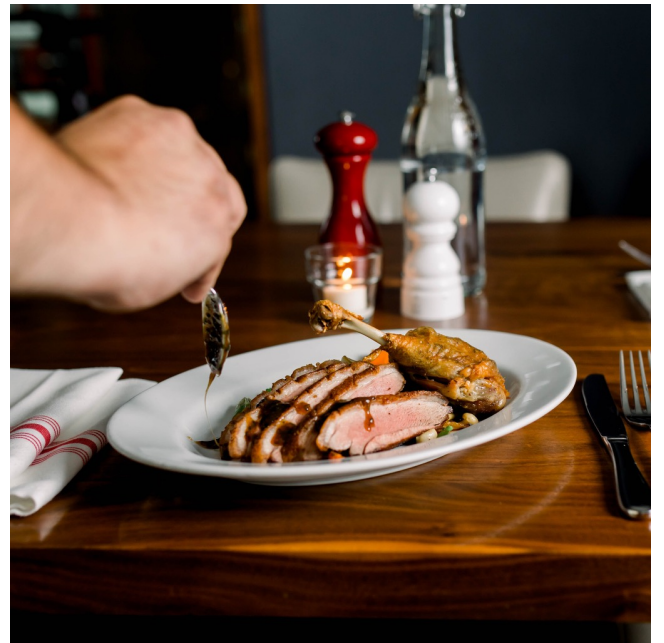


# Day 2: Wednesday, July 22

Yale SOM Classroom 2220

Module	Focus	Time Slot	Lecturer(s)
Corporate Brand Strategy in a Multi-stakeholder World	<b>Expanding Stewardship of the Corporate Brand</b> This module explores corporate branding as a strategic leadership discipline focused on aligning brand promise, performance, and stakeholder experience. It examines the evolution from product brands to complex corporate brand systems and the role of the CCO in expanding it beyond traditional audiences to encompass the full stakeholder ecosystem.	90 Min 9:00-10:30	Ravi Dhar Jon Iwata
	15 Min Break		
	<b>Guest Speaker:</b> Reidar Gjørøum 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.  <b>Pre-read:</b> Y-SIM Case Summary: Equinor	60 Min 10:45-11:45	Reidar Gjørøum
Lunch			
Designing Solutions for the “And”	<b>Framing Multistakeholder Problems</b> 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.  <b>Simulation</b> Through a simulation based on a real-world case, explore how to frame and solve a multistakeholder challenge.  <b>Pre-read:</b> Watkins, 2024, “To Solve a Tough Problem, Reframe it.” Harvard Business Review <b>Optional:</b> Iyengar, 2023, “How the Science of Choice Can Boost Innovation.” Harvard Business Review	90 Min 12:45-2:15	Nathan Novemsky Jon Iwata
	<b>From Trade-offs to Innovation: Stakeholder Design</b> Learn from leading companies such as AMEX and Target how to develop solutions for projects involving seemingly irreconcilable stakeholder requirements.  <b>Pre-Read:</b> Y-SIM Case Summary: The Hartford; Iwata, 2025, “Target: The And Advantage” <b>Optional:</b> Stakeholder Design Overview	30 Min 2:15-2:45	Jon Iwata
	15 Min Break		
A Strategic Approach to Addressing Societal Issues	<b>Determining Materiality of Stakeholder Issues</b> 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.  <b>Pre-read:</b> Y-SIM Case Study: ASPCA	30 Min 3:00-3:30	Ravi Dhar Jon Iwata
Connecting it All Together	<b>Future-Proofing Exercise:</b> 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 stakeholder management.	90 Min 3:30-5:00	Ravi Dhar Jon Iwata

Wednesday, July 22, 5:30 p.m.  
Networking Dinner, Zinc  
New Haven, CT



# Day 3: Thursday, July 23

## Yale SOM Classroom 2220

Module	Focus	Time Slot	Lecturer(s)
Decision Making and Management at the Intersection of Business and Society	<b>Corporate Short-termism</b> 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.	60 min 8:30-9:30	Kelly Shue
	<b>Implications of AI</b> This session challenges participants to think proactively about how AI and agentic AI can be strategically embedded within the communications function. From a CEO-focused vantage point, examine how these technologies are redefining stakeholder relationships, influencing enterprise strategy and redistributing power.  <i>Pre-read: Iwata, 2026, "What Happens When AI Replaces Your Customer?"</i>	60 Min 9:30-10:30	Jon Iwata
	15 Min Break		
	<b>The Changing Role of the CCO</b> <b>Guest Speaker:</b> Allyson Park, SVP and CCO at Walmart Inc. will discuss her career journey, the changing role of the CCO and how communications leaders can expand beyond traditional boundaries.	60 Min 10:45-11:45	Allyson Park
Closing	<b>How to Stay Engaged</b> This closing section outlines ways to remain engaged with Yale—and to continue applying and deepening the insights from this week in your own leadership practice.	15 Min 11:45-12:00	Jon Iwata
	<b>Closing Ceremony</b> Remarks, survey, and certification ceremony.	30 Min 12:00-12:30	Ravi Dhar Jon Iwata