

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, 6:00 p.m.
Evening Reception & Dinner
The Study Hotel, Penthouse



Day 1: Tuesday, July 21

Yale SOM Classroom 2220

Module	Detail	Time Slot	Lecturer(s)
CCO Stakeholder Challenges and Opportunities	<p>Intro and Discussion</p> <p>The program opens with welcome remarks from Page's Director of Thought Leadership, Sara Keeth, followed by an overview of the Yale Program on Stakeholder Innovation and Management (Y-SIM). Participants will 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 Sara Keeth
The CEO Perspective	<p>Insights from 200+ CEO Interviews</p> <p>Y-SIM has interviewed more than 200 CEOs and conducted deep dives into scores of companies. In this session, you will learn what is on the minds of CEOs today and what they need from their teams to successfully cultivate mutually beneficial relationships with customers, employees, investors, society, and other stakeholders to deliver long-term shareholder value.</p>	70 Min 10:15-11:25	Ravi Dhar Jon Iwata
15 Min break			
Systemic Approaches to Stakeholder Value Creation	<p>How CEOs Use Purpose, Strategy, and Culture for Long-term Value Creation</p> <p>Particularly in moments of consequence, CEOs revisit the firm's purpose, strategy, and culture. By understanding this successful framework practiced by studied companies, CCOs can influence on a more strategic level.</p>	70 Min 11:40-12:50	Ravi Dhar Jon Iwata
	60 Min Lunch		
	<p>Guest Speaker: Andy Pharoah, VP of Corporate Affairs and Sustainability at 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> <p>Pre-read: <i>Y-SIM Case Summary: Mars Compass, Harvard Business Review: "What is the Purpose of your Purpose?"</i></p>	60 Min 1:50-2:50	Andy Pharoah Jon Iwata
Designing Solutions for the "And"	<p>Framing Multistakeholder Problems</p> <p>In this module, participants will 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.</p> <p>A simulation based on a real-world case will help participants practice how to frame and solve a multistakeholder challenge.</p> <p>Pre-read: <i>Harvard Business Review: "To Solve a Tough Problem, Reframe it"</i></p>	90 Min 2:50-4:20	Nathan Novemsky Jon Iwata
	15 Min Break		
	<p>Integrated Strategy and Stakeholder Design</p> <p>Is it possible to avoid zero-sum thinking when considering competing stakeholder interests? In this module, participants will learn how to reframe problems and opportunity spaces in ways that drive innovation. Examples from leading companies illustrate how to design solutions by embracing seemingly irreconcilable stakeholder requirements.</p> <p>Pre-Read: <i>Y-SIM Article: "Target: The And Advantage"</i> <i>Optional: Stakeholder Design Overview</i></p>	25 Min 4:35-5:00	Jon Iwata

Tuesday, July 21, 5:30 p.m.
Networking Dinner, Zinc
New Haven, CT

Bus leaves Yale SOM at 5:15 p.m.



Day 2: Wednesday, July 22

Yale SOM Classroom 2220

Module	Detail	Time Slot	Lecturer(s)
Corporate Brand Strategy in a Multi-stakeholder World	Corporate Brand Stewardship An increasing number of CCOs are responsible for their company's brand. What is a brand? What does it stand for? To whom? How is it experienced? This session explores corporate branding as a strategic leadership discipline. By examining the evolution from product brands to complex corporate brand systems, participants will learn how they can extend beyond their traditional remit and have a greater impact on the business.	90 Min 9:00-10:30	Ravi Dhar Jon Iwata
	15 Min Break		
	Guest Speaker: Reidar Gjørørum, former Senior Advisor and 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 a major corporate transformation. Pre-read: <i>Y-SIM Case Summary: Equinor</i>	60 Min 10:45-11:45	Reidar Gjørørum
	Sensemaking	15 Min 11:45-12:00	Jon Iwata
Lunch			
A Strategic Approach to Addressing Societal Issues	Determining the 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 CCOs to strengthen their stakeholder relationships and brands. Pre-read: <i>Y-SIM Case Study: American Society for the Prevention of Cruelty to Animals</i>	30 Min 1:00-1:30	Ravi Dhar Jon Iwata
Skills to Successfully Executing Learnings	Influence Without Formal Authority Implementing practices adopted from this program and achieving organizational objectives will invariably require commitment and buy-in from stakeholders over whom CCOs have little or no formal authority. Participants will learn which strategies and tactics they can utilize to garner greater informal power and influence for themselves and the organizational units they represent. Pre-read: <i>Organizational Dynamics: "Who Gets Power—And How They Hold on to It: A Strategic-Contingency Model of Power"</i>	90 Min 1:30-3:00	Jim Baron
15 Min Break			
Connecting it All Together	Leading in Moments of Consequence A new Y-SIM case study examines how a major company reconnected with its founding principles while transforming for the future. Divided into segments that reinforce key program lessons, this module highlights the role communications played in framing the challenge, and developing and executing a broad-based strategy. Participants will leave with a deeper understanding of how stakeholder value drives shareholder value. Pre-read: <i>Y-SIM Case Study, Y-SIM Article: "When Companies Forget Who They Are"</i>	90 Min 3:15-4:45	Ravi Dhar Jon Iwata
	Full Day Sensemaking	4:45-5:00	Ravi Dhar Jon Iwata

Wednesday, July 22, 5:30 p.m.
Networking Dinner
Mory's Members Only Association

Bus leaves Yale SOM at 5:15 p.m.



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Day 3: Thursday, July 23

Yale SOM Classroom 2220

Module	Detail	Time Slot	Lecturer(s)
Leading for the Long-term	<p>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.</p>	60 min 8:30-9:30	Kelly Shue
The CCO's Expanding Mandate	<p>Beyond Productivity: Implications of AI 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.</p> <p><i>Pre-read: Y-SIM article: "When AI Replaces Your Customer"</i></p>	60 Min 9:30-10:30	Jon Iwata Ravi Dhar
	15 Min Break		
	<p>The Changing Role of the CCO Guest Speaker: 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.</p>	60 Min 10:45-11:45	Allyson Park
Closing	<p>Final Sensemaking</p>	15 Min 11:45-12:00	Jon Iwata
	<p>Closing Ceremony Remarks, survey, and certification ceremony.</p>	30 Min 12:00-12:30	Ravi Dhar Jon Iwata