## Comprehensive Leadership Programs

**COMPREHENSIVE LEADERSHIP PROGRAMS**  
WWW.EXED.HBS.EDU/CATEGORY/PAGES/COMPREHENSIVE.ASPX

### The Participants

| **OWNER/PRESIDENT MANAGEMENT (OPM)**  
WWW.EXED.HBS.EDU/PROGRAMS/OPM/ | **ADVANCED MANAGEMENT PROGRAM (AMP)**  
WWW.EXED.HBS.EDU/PROGRAMS/AMP/ | **GENERAL MANAGEMENT PROGRAM (GMP)**  
WWW.EXED.HBS.EDU/PROGRAMS/GMP/ | **PROGRAM FOR LEADERSHIP DEVELOPMENT (PLD)**  
WWW.EXED.HBS.EDU/PROGRAMS/PLD/ |
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<tbody>
<tr>
<td>CEO, COO, president, managing directors, or equivalent</td>
<td>Senior executives who are one or two levels below the CEO</td>
<td>General manager in any industry who has overall profit and loss responsibility or whose cross-functional role is significantly expanding</td>
<td>Specialists and star contributors, including vice presidents, directors, project managers, and functional managers</td>
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<tr>
<td>Possess at least 10 years of work experience</td>
<td>Possess 20 to 25 years of work experience</td>
<td>Possess at least 15 to 20 years of work experience</td>
<td>Possess at least 10 to 15 years of work experience</td>
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<td>From organizations with annual revenues exceeding $10 million</td>
<td>From organizations with annual revenues exceeding $250 million</td>
<td>Senior executives who need a broader and deeper perspective on company operations</td>
<td>Identified as outstanding prospects for increased leadership responsibilities</td>
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<td>Actively involved in running the business</td>
<td>Identified as central to the company’s succession plan</td>
<td>Senior executives who will soon become business-unit, divisional, or regional leaders</td>
<td>Represent diverse business functions, companies, industries, and countries</td>
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### The Format

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<td>3 on-campus units held over 24 months (each unit is 3 weeks in duration)</td>
<td>7 intensive, continuous weeks on campus</td>
<td>4 modules over 4 months, consisting of 2 distance-learning modules (12 to 15 hours weekly) and 2 on-campus modules (each 3 to 4 weeks in duration)</td>
<td>4 modules in total, consisting of 2 distance-learning modules (12 hours weekly) and 2 on-campus modules (each 2 weeks in duration)</td>
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### The Focus

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<tbody>
<tr>
<td>Positioning a business for long-term competitive advantage</td>
<td>Leading change, driving innovation, and improving long-term performance</td>
<td>Examining the complex cross-functional challenges facing general managers worldwide</td>
<td>Assessing, building, and improving foundational skills</td>
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<td>Capitalizing on disruptive innovation</td>
<td>Optimizing current strategies and innovating for the future</td>
<td>Viewing emerging opportunities through a broader lens to expand strategic vision</td>
<td>Developing an end-to-end view of business and a broader understanding of the global marketplace</td>
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<td>Strengthening decision-making and negotiation skills</td>
<td>Addressing current operational challenges and identifying new opportunities</td>
<td>Acquiring support for business-building resources</td>
<td>Formulating and implementing effective business strategies</td>
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<td>Aligning sales and strategy</td>
<td>Communicating the company’s strategic vision</td>
<td>Building strong cross-functional teams</td>
<td>Improving decision-making and negotiation skills</td>
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<td>Measuring and improving performance</td>
<td>Maximizing traditional and digital marketing for greater value</td>
<td>Leading through periods of growth and turbulence</td>
<td>Gaining a broader grasp of management, business drivers, and innovation</td>
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<td>Driving growth and transformation via enhanced financing strategies</td>
<td>Identifying new sources of revenue and navigating global market shifts</td>
<td>Implementing value-creating strategies that deliver results</td>
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### The Impact on the Organization

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<td>Transform entrepreneurs into capable and confident business leaders—while building a high-performance culture</td>
<td>Prepare senior executives to lead the enterprise amid a global environment of increasing complexity and accelerating change</td>
<td>Execute effective strategies to increase profitability and long-term value</td>
<td>Accelerate the readiness of up-and-coming managers for leadership positions</td>
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<td>Align the firm’s business model and strategy, assess its existing resources, build new capabilities, and marshal strategic assets that increase business value</td>
<td>Improve the company’s business model and increase its profitability by introducing new tools, strategies, and frameworks</td>
<td>Increase retention of hard-to-fill senior positions, both functional and cross-functional, by preparing participants to take on new responsibilities</td>
<td>Develop a pipeline of emerging leaders who can help sustain a competitive advantage</td>
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<td>Design and leverage governance infrastructures that maintain alignment, facilitate strategy execution, and promote growth and profitability</td>
<td>Develop a robust succession plan to ensure stability and continuity at the top levels of the organization</td>
<td>Reduce the cost of organizational transitions and turnover to allow for a more vigorous succession-planning process</td>
<td>Generate cross-functional collaboration</td>
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<td>Drive results throughout the organization</td>
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<td>Identify performance and opportunity gaps and align the organization for change</td>
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<td>Build effective teams that can manage conflict and execute change</td>
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### The Impact on the Individual

- **OWNER/PRESIDENT MANAGEMENT (OPM)**
  - Expand your knowledge of key frameworks and approaches for analyzing your current business
  - Identify opportunities as well as threats and develop a plan for addressing them
  - Assess your leadership style and your organization’s ability to implement your plan
  - Deepen your understanding of the analytical and leadership capabilities that drive profitable growth
  - Identify future business and personal transitions as well as strategic approaches for navigating them
  - Balance personal and professional goals with your business objectives

- **ADVANCED MANAGEMENT PROGRAM (AMP)**
  - Acquire in-depth knowledge for formulating and implementing winning strategies in the global marketplace
  - Gain a better understanding of your strengths and weaknesses to improve personal leadership performance
  - Attain a higher level of confidence to respond proactively and make key decisions
  - Transform operational capabilities into a competitive advantage
  - Align cross-functional teams with organizational strategy
  - Improve your analytical, decision-making, and negotiation skills
  - Craft the firm’s direction by focusing on where and how to compete
  - Develop a personal leadership plan

- **GENERAL MANAGEMENT PROGRAM (GMP)**
  - Improve your ability to set the strategy, align the organization, and drive results
  - Acquire critical analytical skills in financial management, human resources management, and strategy formulation
  - Build key evaluation and decision-making skills to lead with greater confidence
  - Create a personal strategy statement and a customized case study
  - Gain big-picture insights for finding opportunities, diagnosing problems, and taking action
  - Develop a personal action and implementation plan that addresses a challenge facing your team, company, or division
  - Define your personal leadership style and contribute to company success on a higher level

- **PROGRAM FOR LEADERSHIP DEVELOPMENT (PLD)**
  - Gain in-depth knowledge of diverse business functions and build foundational skills to integrate these functions across your organization
  - Examine new techniques and technologies for driving results throughout your company in any market cycle
  - Formulate a holistic approach to identifying problems, formulating solutions, and adapting to change
  - Build strategic skills for effective decision-making, strategy development, and implementation
  - Expand your capacity to lead cross-functional initiatives and corporate projects amid challenging global markets

### Alumni Status

- **OWNER/PRESIDENT MANAGEMENT (OPM)**
  - After completing the program, participants will become alumni of Harvard Business School

- **ADVANCED MANAGEMENT PROGRAM (AMP)**
  - After completing the program, participants will become alumni of Harvard Business School

- **GENERAL MANAGEMENT PROGRAM (GMP)**
  - After completing the program, participants will become alumni of Harvard Business School

- **PROGRAM FOR LEADERSHIP DEVELOPMENT (PLD)**
  - PLD participants earn HBS alumni status by completing PLD’s optional Module 5 or an additional 10 nights of HBS Executive Education open-enrollment or custom programs

### Participant Referral

With the exception of OPM, Harvard Business School Executive Education requires that a letter of reference be completed by a senior executive within the applicant’s organization, a board member of the applicant’s company, or a Harvard Business School graduate familiar with the applicant’s role and responsibilities who can provide a detailed firsthand account. This letter of reference provides the Admissions Committee with a better understanding of your background and your potential as a leader.