Preparing an executive to take on the complex responsibilities of global leadership can take years of on-the-job training—time that most companies cannot afford. The Advanced Management Program (AMP) at Harvard Business School (HBS) accelerates the leadership development process by providing an exceptional opportunity for both personal and professional growth. Since 1945, generations of AMP alumni have gone on to lead top companies around the world, many as chief executive officers. You will return to your organization with the leadership skills, insights, and confidence to manage change, drive innovation, and secure a competitive edge in any economy.

**Overview**

Across more than seven decades of rapid global change, AMP has continued to set the gold standard in executive education. Each year, the HBS faculty refreshes the program curriculum to reflect the current challenges and emerging opportunities created by disruptive innovation, socioeconomic trends, and market volatility. For seven uninterrupted weeks, AMP accelerates the growth of your company and your career by empowering you to think globally and compete strategically.

Achieving the management expertise and personal mindset required for senior leadership demands uninterrupted commitment away from the daily demands of the office. AMP provides a rare opportunity to abandon preconceptions, explore innovative alternatives, and adopt new behaviors.

A fully immersive, integrative, and cumulative learning experience, AMP blends the cross-functional perspectives of different domains to give you the broader and deeper vision of a senior leader generalist. AMP is strictly designed for an elite group of proven business leaders—senior executives who hold leadership positions one or two levels from the CEO and have been identified by their organizations as central to the company’s succession plan. Ideal candidates represent companies across industries with annual revenues in excess of $250 million, and have at least 20 to 25 years of experience, including significant time as a senior executive or officer of the company. Ideal candidates include members of the executive committee, heads of major business units, senior heads of functions, and senior members of the operating group.
The Curriculum: A Rigorous Focus on Executive Action

No two AMP classes are alike. As economies, trends, global challenges, and world markets change, AMP adapts its curriculum. For seven intensive weeks, you will explore leadership in customer and product markets, changing geopolitical influences, and current capital markets—all within the context of today’s evolving global economy. The world-renowned HBS faculty builds upon each week’s case studies through integrative teaching and a holistic approach.

During week seven, the faculty teaches as a team and synchronizes all the program content to illustrate how ideas across modules interconnect.

Highly structured yet deeply personalized, each AMP topic area is augmented by one-on-one professional coaching sessions, a 360-degree leadership and personality assessment, and distinguished faculty and industry guest speakers. An intensive one-day course may examine three cases on the same company, with the CEO on hand to provide an insider’s view. Designed to prompt deep introspection and actionable learning, AMP equips you with powerful insights about yourself and your leadership capabilities to bring about a full-scale transformation—at both the individual and organizational levels.
MEASURE, ANALYZE, AND DRIVE CORPORATE PERFORMANCE

AMP helps you to deepen your understanding of financial reporting, capital investment decision-making, and driving firm performance. You will:

- Evaluate financial statements and recognize important strengths and red flags
- Assess the reasonableness of a financial plan and your firm’s financing needs
- Analyze the financial approaches used to evaluate capital investment decisions
- Explore the core principles of accrual accounting, cost accounting, and control systems
- Examine ratio analysis, activity-based costing, the balanced scorecard, and risk management

Focused on both organizational and individual performance, this topic area also examines how to:

- Measure, analyze, drive, and communicate organizational performance
- Balance innovation and profitability while managing risk
- Promote appropriate allocation of resources by the capital market
- Manage responsibilities to investors, customers, and employees

LEAD IN THE GLOBAL ECONOMY

AMP helps you to identify the regional trajectories of growth, development, and governmental strategies that are leading the world economy toward globalization. You will:

- Explore Asia’s high growth, Latin America’s recovery from the debt crisis, the African renaissance, Islamic resurgence, European integration, and the Japanese and U.S. descent into deficits and debt
- Analyze a country’s economic performance, evaluate the social and political context, identify its key institutional strengths and weaknesses, and assess its government’s strategy
- Examine national income accounting and balance of payments accounting, inflation and real interest rates, total factor productivity, fiscal and monetary policy, income distribution, and foreign direct investment

Focused on the challenges facing global companies, this topic area also examines:

- Policy issues around the world—competitiveness and economic management in Asia, Latin America, the Middle East, Africa, Europe, and the United States
- Trends in globalization—regional trends in growth, development, and governmental strategy, which are collectively leading the world economy toward globalization
- Making competitive decisions with an eye on country differences

DEVELOP A COMPELLING STRATEGY

AMP helps you to identify the most competitive forces in your industry, align business activities to build competitive advantage, and renew that advantage over time. You will:

- Learn how to set the direction of your business and craft its overarching strategy
- Evaluate the competitive forces that distinguish highly profitable industries
- Examine the relationship between a business unit’s competitive strategy and an enterprise’s corporate strategy
- Explore what it takes to make a multi-business firm more than the sum of its parts
- Analyze one company’s successes and failures, and consider what it takes to lead a company over time
- Take strategic actions today that will position your firm for competitive advantage tomorrow

Focused on the qualities of effective strategists, this topic area also examines how to:

- Pinpoint the most competitive forces in your industry
- Align the activities in your business to build a strategic edge
- Renew or rebuild that competitive advantage over time
- Address new challenges due to changes inside and outside the firm
BUILD COMPETITIVE ADVANTAGE THROUGH OPERATIONS

AMP helps you to derive extraordinary work from ordinary people by solving operational issues in quality, availability, and customer service. You will:

• Address your current operational challenges and opportunities while anticipating future ones
• Examine the drivers of operational excellence and your role as a leader and general manager
• Understand customer needs in order to compete on service excellence and the introduction of new products and services
• Learn how to clearly explain your operations to investors and how you plan to make investments in them
• Transform operational capabilities into a sustainable competitive advantage for your firm

Focused on tackling current and future operational challenges, this topic area also examines:

• Why some companies consistently execute better than others
• Why competitors were unable to copy one firm’s superior execution
• Why blending execution with empathy improves customer service and innovation

LEAD YOUR COMPANY AND YOUR CAREER

AMP helps you to become a powerful leader who drives high performance by aligning cross-functional teams with organizational strategy. You will:

• Advance your personal leadership skills and accelerate your role in the organization
• Align the organization’s culture, structure, systems, and people in order to effectively implement your corporate strategy
• Integrate the skills, talents, and resources of individuals and teams to achieve organizational goals
• Overcome inertial forces to mobilize and drive change across the organization
• Develop and communicate a vision for your organization and motivate people to fulfill it

Focused on strengthening and enhancing leadership skills, this topic area also examines:

• Personal leadership—how to take charge and avoid the pitfalls of derailment along the way
• Team leadership—how to integrate the skills, talents, and resources of individuals and teams
• Organizational leadership—how to build, align, and manage a high-performing organization

“The essence of the program is about bringing all of these learnings from different disciplines together to form a fresh view of the world, your environment, your relationships, and yourself as a leader.”

Anél Bosman
MANAGING EXECUTIVE, MARKETS, NEDBANK CORPORATE AND INVESTMENT BANKING SOUTH AFRICA
PLAN AND CONDUCT SUCCESSFUL NEGOTIATIONS

AMP helps you to improve your analytical and decision-making skills to achieve better outcomes in complex negotiations. You will:

- Design and execute agreements that create and sustain maximum value
- Achieve superior results in a wide array of competitive environments
- Resolve disputes and achieve superior outcomes even when others are emotional or irrational
- Think strategically in a wide array of competitive contexts by anticipating the strategies of others
- Understand the vital role of ethics in negotiations when the parties’ ethical standards vary dramatically
- Work effectively with people whose backgrounds, perspectives, and values differ from yours

Focused on improving decision-making and negotiation skills, this topic area also examines:

- Powerful dealmaking concepts—enabling you to create and sustain corporate value
- Hands-on negotiation simulations—advancing your skills while improving your understanding of how individuals and organizations behave
- Effective negotiation tools—empowering you to approach negotiation systematically

LEVERAGE THE POWER OF MARKETING

AMP helps you to address the challenges that general managers confront when dealing with the customer-facing functions of a firm. You will:

- Maximize marketing, sales, and service to create, communicate, and deliver customer and brand value
- Understand the importance of segmentation, targeting, and positioning in today’s digital world
- Create value by engaging customers in the entire process—from product launch to product life cycle
- Develop effective marketing strategies by integrating new information and interactive technologies

Focused on managing the firm’s key assets in a global context, this topic area also examines:

- Customer management—managing customer acquisition and retention, segmentation, profitability, and lifetime value
- Corporate brand management—developing and managing a corporate brand and/or subsidiary brands to enhance business performance
- Marketing—creating a set of company-specific metrics that enables the board to monitor marketing results on an ongoing basis
- Growth and new markets—creating and implementing strategies for successfully launching new products and services

MASTER THE ESSENTIALS OF CORPORATE FINANCIAL MANAGEMENT

AMP helps you to navigate the global financial system while creating, measuring, and managing value for your firm. You will:

- Examine an overview of financial markets, institutions, and instruments
- Delve into the frontier issues of the global financial system
- Understand your critical role in the valuation of your company
- Analyze the opportunities for adding value to your organization
- Evaluate the risks of your decisions in an uncertain and turbulent environment

Focused on accurately assessing financial performance, this topic area also examines:

- Profitability and growth—balancing profit and growth while addressing value gaps in highly dynamic environments
- Capital and cash flow—engaging in effective financial forecasting while understanding capital structure, capital budgeting, the dynamics of capital markets, and the role of financial institutions
- Shareholder value—predicting how financial actions will impact shareholder value while analyzing the effects of value-based management approaches
Tying It All Together

By the end of AMP, you will be ready to assume the complex role of senior leadership. Collectively, these topics build a comprehensive and in-depth framework of what it takes to succeed as a leader. AMP is designed to improve your ability to manage a global organization by setting the right strategies in place, securing appropriate financing, and outperforming the competition.

Equipped with the knowledge and skills to align your organization’s strategies and processes, you will be empowered to drive short-range and long-term performance. With increased confidence and vision—as well as a clear understanding of your strengths and weaknesses—you will emerge as a strong global leader who can navigate strategically across every business domain.

Specifically, you will:

• Deepen your understanding of financial reporting, capital investment decision-making, and driving performance
• Identify regional trajectories of growth, development, and governmental strategies that impact the world economy
• Set the direction of your business and develop an overarching corporate strategy for competing over time
• Analyze the competitive forces in your industry and align business activities to build and renew competitive advantage
• Accelerate your leadership role by effectively aligning cross-functional teams with organizational strategy
• Improve your analytical and decision-making skills to negotiate more successfully and achieve better outcomes
• Navigate the global financial system while analyzing and capturing opportunities to add value to your organization
A TYPICAL WEEK ON CAMPUS
This consolidated week-at-a-glance is representative of several past AMP sessions. Topics, times, and events are subject to change.

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<thead>
<tr>
<th>SUNDAY</th>
<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
<th>THURSDAY</th>
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<tr>
<td>Free Time</td>
<td>7:00–8:00 AM Breakfast</td>
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<td>8:00–8:45 AM Case Preparation/Living Groups</td>
<td>8:30–9:45 AM Case Study Discussions</td>
<td>9:00 AM–12:00 PM Living Group Acceleration Living Group Lounges</td>
<td>8:00–8:45 AM Case Preparation/Living Groups</td>
<td>8:30–11:30 AM Case Study Discussions</td>
<td>8:00 AM–12:00 PM Case Study Discussions</td>
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<tr>
<td>9:00 AM–12:00 PM Case Study Discussions</td>
<td>10:00–11:15 AM Individual Preparation</td>
<td>12:00–1:00 PM Lunch</td>
<td>9:00–11:30 AM Case Study Discussions</td>
<td>1:00–2:30 PM Mt. Everest Simulation</td>
<td>12:00–1:00 PM Lunch</td>
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<td>12:00–1:00 PM Lunch</td>
<td>11:30 AM–12:30 PM Lunch and Discussion Groups</td>
<td>12:00–1:15 PM Lunch</td>
<td>12:00–1:00 PM Lunch</td>
<td>11:30 AM–12:30 PM Lunch</td>
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<td>1:00–2:30 PM Hamilton Negotiation</td>
<td>12:45–2:15 PM Case Study Discussions</td>
<td>1:30–3:30 PM Case Study Discussions</td>
<td>3:00–4:00 PM Harvard Square/Harvard Yard Walking Tour</td>
<td>12:30–2:30 PM Case Study Discussions</td>
<td>12:30–2:30 PM Case Study Discussions</td>
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<tr>
<td>2:30–3:30 PM Optional: Alumni Q&amp;A</td>
<td>2:30–4:30 PM Personal Coaching Setup</td>
<td>3:30–4:45 PM Energy Panel (optional) Personal Development</td>
<td>3:00–5:00 PM Industry Guest Speaker Q&amp;A</td>
<td>3:00–5:00 PM Industry Guest Speaker Q&amp;A</td>
<td>3:00–5:00 PM Industry Guest Speaker Q&amp;A</td>
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<tr>
<td>3:30–5:00 PM Hamilton Debrief</td>
<td>4:45–6:00 PM Mindfulness (optional) Personal Development</td>
<td>5:30–6:15 PM Reception Baker Library</td>
<td>5:30–7:30 PM Reception and Lobster Clambake</td>
<td>5:30–6:30 PM Wine &amp; Cheese</td>
<td>5:30–6:30 PM Wine &amp; Cheese</td>
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<tr>
<td>6:00–7:30 PM Rotation Dinner Living Groups</td>
<td>6:30–7:30 PM Dinner</td>
<td>6:15–7:30 PM Dinner</td>
<td>5:30–7:30 PM Reception and Lobster Clambake</td>
<td>6:30–7:30 PM Dinner</td>
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<tr>
<td>8:00–10:00 PM Coffee and Dessert Living Groups</td>
<td>8:00–10:00 PM Case Preparation Living Groups</td>
<td>8:00–10:00 PM Case Preparation/Living Groups</td>
<td>8:30–11:30 PM Karaoke</td>
<td>8:00–10:00 PM Case Preparation Living Groups</td>
<td>8:00–10:00 PM Case Preparation Living Groups</td>
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WWW.EXED.HBS.EDU/GUIDE/AMP
Personalized Learning Opportunities

Each person comes to AMP with a unique set of challenges and opportunities—as an individual and as part of a company leadership team. AMP offers several individualized program components and specialized resources designed to maximize the program’s impact on you and your sponsoring organization. These include:

- **Hallmark Case Study Method** – Pioneered by HBS, the case method engages you in a highly stimulating and collaborative process of identifying relevant issues and applying practical business lessons to your own situation and organization. You will benefit from an added dimension that no other business school can offer—the opportunity to connect with the faculty who wrote the cases and have firsthand insights into the protagonists and the outcomes.

- **Elite Group of Global Executives** – You are unlikely to engage and collaborate with such a diverse group of global leaders anywhere else in the world. By the end of AMP, your fellow participants will become trusted colleagues and, in many cases, lifelong friends.

**PROFESSIONAL DEVELOPMENT**

- **360-Degree Evaluations** – During the first and third weeks, you and your peers will meet with your professional coach to accelerate the living group process. You also will individually engage in two one-on-one coaching sessions. The first entails a 360-degree leadership and personality assessment at the start of AMP, and the second takes place near the end of the program to help you determine what you will do differently back at your organization.

- **Professional Coaches** – Sessions with professional coaches and seasoned senior business professionals can help you rethink your approach to leadership, consider the next steps for your company and career, and assess your leadership strengths and weaknesses.

- **Access to Renowned HBS Faculty** – While every Executive Education program offers the opportunity to interact with faculty members, this dynamic exchange is a special aspect of AMP. As you progress through the program curriculum, HBS faculty members will be available to challenge your thinking, suggest new avenues of exploration, and offer diverse perspectives.

**PERSONAL DEVELOPMENT**

- **Personal Development Series** – AMP allows you to dig deeply into focused topics that are important to you and your company. Topics may include corporate governance, entrepreneurship, strategic marketing, and social media.

- **Powerful Lineup of Faculty and Industry Guest Speakers** – HBS thought leaders have enduring relationships with some of the world’s most successful business leaders. Many of those executives who speak at AMP are the actual case protagonists who provide firsthand insights into how they overcame corporate challenges.

- **Fitness and Wellness Offerings** – During AMP, you will have access to extensive fitness and recreational offerings, a personal trainer, and a nutritionist.

- **Cultural Hub** – Situated near historic Harvard Square, the HBS campus offers easy access to the Cambridge-Boston area, where you will discover a rich array of arts, music, sports, and entertainment.

“*My favorite moments came during discussions with my living group. We fought, argued, learned from each other, and truly bonded.*”

**Minaz Abji**
EXECUTIVE VICE PRESIDENT OF ASSET MANAGEMENT
HOST HOTELS AND RESORTS, U.S.
**Additional Integrative Learning**

Some AMP sessions simulate real-world experiences in real time—thereby improving your ability to think quickly and make confident decisions without having the time for extensive research and analysis. No reading will be assigned for these challenging sessions. In fact, you will not know the topic or the faculty member teaching the session in advance. As you apply your AMP learnings to the challenge at hand, you will improve your ability to respond rapidly and decisively in the face of the unknown—the reality that senior executives confront daily.

**Engaging with Faculty and Industry Thought Leaders**

AMP provides the rare opportunity to interact with the world’s most influential thinkers, groundbreaking researchers, active corporate board members, and award-winning authors. You will tap into the general management expertise of the core AMP faculty and gain industry insights from other HBS faculty who are recognized leaders in their fields—such as Clayton M. Christensen, Srikant M. Datar, Thomas J. DeLong, William W. George, Rebecca M. Henderson, and David B. Yoffie. Another memorable highlight of AMP centers on the inspiring sessions with many of the top executives featured in the actual case studies. Providing a unique insider’s view, these renowned CEOs share how they overcame global challenges and are leading their companies to even greater success.

**Midcourse Break**

A three-day break is scheduled midway through the program. During this interlude, family members are invited to campus to participate in an optional two-day, on-campus program that includes special class sessions, social gatherings, and children’s activities. Alternatively, you can use the time to travel home or explore New England.

**A Unique Learning and Living Experience**

The HBS living and learning environment is unlike any other:

- **Ruth Mulan Chu Chao Center** – The first building on campus to be named for a woman, this new facility serves both as a welcoming gateway for our participants and as a vibrant hub that connects the broader HBS community. Made possible through Dr. James Si-Cheng Chao and the Chao Family Foundations, the center is a tribute to the extraordinary life and legacy of the family matriarch, the late Ruth Mulan Chu Chao.

- **Tata Hall** – Located in the heart of the HBS campus is Tata Hall, specifically designed to enrich the AMP experience. Made possible by a gift from one of AMP’s own alumni, Ratan N. Tata (AMP 71, 1975), this elegant seven-story building offers panoramic views of the Charles River. Its carefully designed residential, classroom, and common spaces provide the ideal setting for living and learning.

- **Diverse Living Groups** – A living group space consists of eight bedrooms—each with a private bath and personal computer/IPTV—that are organized suite style with a common living area to provide a small group learning experience inside a larger program. To help expand participants’ global perspectives, HBS carefully selects living group members who represent a broad diversity of industries, geographic regions, and functional backgrounds.

- **Cutting-Edge Classrooms** – HBS classrooms are specially designed to facilitate participant engagement and enhance case method teaching. Each signature classroom is equipped with the latest technology to spark a dynamic exchange among a diverse group of global executives, HBS faculty, and industry guest speakers.

**GLOBAL PEER NETWORK**

At AMP, you will engage with other top executives from leading companies around the world. To promote diversity and reinforce the extraordinary sense of community, participants are assigned to living groups that remain intact throughout the program. Building connections with this core group and the wider AMP cohort, AMP graduates become part of an elite global network that provides ongoing support and insight throughout their careers and lifetimes.
“Professional development and personal growth are woven into the program.”

Ranjay Gulati
FACULTY CHAIR, AMP

Unparalleled Resources
Each day, you will interact with world-renowned HBS faculty members—intellectual thought leaders who pioneered the business concepts practiced by top executives worldwide—and will have the unique opportunity to learn firsthand from some of the world’s top business leaders. Baker Library/Bloomberg Center, the world’s largest business archives, supports the unrivaled AMP learning experience, providing access to materials that complement case studies and course topics. A research assistant will guide participants to the resources that best meet their specific needs and interests.

Legacy of Effectiveness
With more than 20,000 graduates to date, AMP is the top program for organizations seeking to prepare their executives to step into the most senior leadership positions. Understanding the power of this program, many companies send one or more promising senior leaders to AMP each year. This, in turn, helps to create teams of leaders who speak the same language, embrace the same values, and promote the same culture.

Past Participants Represented:

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<tr>
<th>Industries</th>
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<tr>
<td>Agriculture</td>
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<tr>
<td>Chem/Pharm/Bio</td>
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<td>Communications</td>
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<td>Consumer Products</td>
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<td>Education</td>
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<td>Financial</td>
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<td>Health Care</td>
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<td>Manufacturing</td>
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<td>Professional Services</td>
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<td>Raw Materials/Energy</td>
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<td>Real Estate/Construction</td>
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<tr>
<td>Retail Services</td>
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<tr>
<td>Utilities/Telecom</td>
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<td>Other</td>
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<td>Europe</td>
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<td>Latin America</td>
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<td>Middle East</td>
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<td>North America</td>
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Participant Profiles

Q. What surprised you most about the Advanced Management Program?
I was surprised by the value of the diversity. I’ve been immersed in U.S.–based financial services for a long time, but in AMP, I was surrounded by amazing, smart, experienced executives from 50 different countries and many different industries. As we discussed cases and explored ideas, we discovered differences in how we saw the world and how we processed information. Soaking in all of that diversity of thought in an atmosphere of openness and healthy debate made me a better, more well-rounded leader.

Q. Was it difficult to leave home and work to attend the program?
Before I applied, I wrestled with the idea of being away for eight weeks, which felt like a very long time. I knew I would be asking a lot from people at work and also from my husband and kids. After the program, I realized that leaders often make a short-term sacrifice for a longer return on investment for their company. I see AMP as a similar long-term investment. I made an eight-week investment in the short term that will pay dividends for the rest of my career and, I hope, for the rest of my life.

Many women aren’t willing to take that step. To me, that’s a big mistake. You are making an investment in your family as well as yourself when you come to AMP. My kids said, “You go, Mom!” They thought it was fantastic and they all stepped up.

Q. How can executives get the most from the AMP experience?
Early in AMP, everyone naturally tends to focus on the case work. That is important. You will learn a lot by delving into those business cases and the discussions of the core issues in each case. But you also have an incredible opportunity to spend eight weeks with 150 or more executives from around the world. You should also focus on creating a fantastic network that can benefit you in the future. In addition, it’s important to take the time to really reflect on who you want to be as a leader and how you are going to make that happen. Are you going to commit to changing? How are you going to drive that change once you’re back at your desk? This type of reflection made a real difference to me as I re-entered my workplace after AMP.

Q. How did the other AMP participants enhance the learning?
AMP brought together amazing leaders from all over the world, put us in a pot, and stirred us up! We were all looking at the same cases, but people brought different perspectives, which put many ideas on the table.

Q. How would you summarize the program’s value?
The reason Harvard has such a good reputation as an international center of learning is the quality of the professors, the method of teaching—the case method—the quality of the people who are participating, and finally, the setting. Mixing all of that together produces something very special.

For any CEO looking to build and fine-tune leadership skills and understand different industries, cultures, and countries, I would highly recommend AMP. It gives you an opportunity to take a step back from the organization, to learn and think intensively about business. As a result, you see your organization through a new pair of eyes when you return.

AMP’s closing sessions were very, very emotional for me. The faculty really put a lot of their skills, their hearts, and their minds into imparting amazing knowledge to us. Bringing all of that to a close was difficult. They taught us not just to be good managers and good leaders, but also to be good people. They taught us that we must have a sense of purpose in life, and that we must positively impact the communities in which we live and work.
Alumni Status

Learning That Lasts a Lifetime
Once you’ve completed AMP, you become a lifetime member of the HBS alumni network—an elite group of business leaders who span the globe. What’s more, the AMP alumni website keeps you connected with your peers worldwide via webinars, renewal programs, and AMP reunions. You also have exclusive access to support tools, resources, videos of executive guest speakers, and more:

- The HBS Alumni Network – Tap into a global resource of more than 80,000 MBA and Executive Education alumni in 167 countries.
- HBS Alumni Clubs and Associations – Connect with members of more than 100 alumni clubs, shared interest groups, and affiliates worldwide at business, learning, social, and community service events.
- Baker Library/Bloomberg Center Services – Access our vast database of content management and thought leadership assets online, and get customized research through the alumni-only Baker for Business service.
- The HBS Publishing Alumni Plus Program – Receive a 20-percent discount on regularly priced items, including HBS Press books, Harvard Business Review article reprints, and case studies (subscriptions not included). If other discounts are offered (such as quantity or special pricing), the lowest available discount will apply. HBS alumni also may register for free online access to HBR.org.
- Harvard ManageMentor® – Access to this self-directed learning resource including 44 modules to address critical management issues and empower you to build, broaden, and refresh your leadership skills.
- HBS Executive Education Open-Enrollment Programs – Enjoy a 30-percent discount on our open-enrollment offerings.
- A Lifelong HBS Email Forwarding Address – Your LEFA will help you stay connected to HBS and fellow alumni for the rest of your life.
- HBS Career and Professional Development – Take advantage of alumni-only coaching and career development opportunities, including employment listings, tools for polishing your résumé, networking, and more.

AMP alumni can stay on top of important business trends and innovative research through our HBS Alumni benefits as well as perks that are available exclusively to AMP alumni:

- Business Leader Presentations – AMP alumni will have the opportunity to watch streaming-live presentations by top CEOs at future sessions of AMP, or they can view recordings of these sessions online.
- AMP Continued Learning – As an AMP graduate, you can take part in renewal seminars designed exclusively for program alumni. You will have the rare opportunity to relive the HBS experience and expand your professional network by reconnecting with old friends and developing new bonds with fellow AMP alumni.

Connect With Us

For more information, please contact our Client Services team at:
Executive Education Programs
Harvard Business School
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Which Program Is Right for You?

**OPM**
- Analyzing and positioning a business for long-term competitive advantage
- Identifying and addressing potential threats and opportunities
- Strengthening decision-making and negotiation skills
- Assessing existing resources and building new capabilities
- Leading organizational transformation to drive growth and profitability
- Navigating future business and personal transitions

**AMP**
- Leading strategically in an evolving global economy
- Building competitive advantage through operations
- Planning and conducting successful negotiations
- Developing and implementing a compelling strategy
- Mastering the essentials of corporate financial management
- Measuring, analyzing, and driving corporate performance
- Delivering customer and brand value

**GMP**
- Driving fundamental change across the organization
- Deepening knowledge in accounting, marketing, operations, and negotiations
- Analyzing and addressing ethical, motivational, and performance challenges
- Leading through periods of growth and turbulence
- Capitalizing on evolving technology and globalization
- Developing a personal strategy statement, customized case study, and personal action plan

**PLD**
- Assessing and building foundational skills
- Understanding how business functions interrelate
- Driving cross-functional collaboration
- Gaining a broader grasp of management, business drivers, and innovation
- Examining change management processes and approaches
- Creating a personal case study, strategy statement, and implementation plan

**WHO IT’S FOR**
- CEOs, COOs, presidents, and managing directors
- Possess at least 10 years of work experience
- From organizations with annual revenues in excess of $10 million
- Actively involved in running the business
- Must hold a significant equity stake in the firm

- Senior executives who are one or two levels from the CEO
- Possess at least 20 to 25 years of work experience, including significant time as a senior executive or company officer
- From organizations with annual revenues in excess of $250 million
- Identified as central to the company’s succession plan

- General managers in any industry who have overall profit and loss responsibility or whose cross-functional role is significantly expanding
- Possess at least 15 to 20 years of work experience
- Experienced functional leaders who seek a broader perspective
- Executives who will soon become business-unit, division, or regional leaders

- Specialists and star contributors
- Possess at least 10 to 15 years of work experience
- Identified as outstanding prospects for increased leadership responsibilities
- Ideal candidates include vice presidents, directors, project managers, and functional managers

**HOW IT WORKS**
- 3 on-campus units held over 24 months (each unit is 3 weeks in duration)

- 7 continuous and intensive weeks on campus

- 4 modules over four months, consisting of 2 distance-learning modules (12 to 15 hours weekly) and 2 on-campus modules (each 3 to 4 weeks in duration)

- 5 modules in total, consisting of 2 distance-learning modules (12 hours weekly), 2 on-campus modules (each 2 weeks in duration), and 1 optional on-campus module

**ALUMNI STATUS**
- After completing the program, participants will become alumni of Harvard Business School

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- PLD participants earn HBS alumni status by completing PLD’s optional Module 5 or an additional 10 days (2 credit weeks) of HBS Executive Education open-enrollment or custom programs

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