Many business owners are so consumed with running their companies that they don’t have the time to focus on their personal leadership growth. For more than 40 years, the Owner/President Management (OPM) program at Harvard Business School (HBS) has been helping the world’s top executives and entrepreneurs realize their true leadership potential. Through a unique and intensive learning format, OPM enables you to evaluate your strengths and weaknesses, identify and exploit emerging opportunities, and transform your company and your career.

Overview

Whether you’re looking to expand your global perspective, evaluate the competition, or build strategic consensus, OPM is a game changer. Working alongside other top executives who span countries and industries, you’ll explore a rich range of topics—from finance, marketing, and sales alignment to leadership, negotiations, and global markets. Together, you’ll engage with distinguished HBS faculty, who in 2016 collectively researched and wrote more than 310 case studies.

OPM is designed with business owners and entrepreneurs in mind, and participants represent a broad range of industries, organizations, and countries. This global diversity empowers you to negotiate, compete, and conduct business across borders; maximize your exposure to successful business practices; and expand your professional network.

Ideal candidates include business owners, founders, and cofounders who also serve as chief executive officers, chief operating officers, presidents, managing directors, and executive directors. Successful OPM candidates have at least 10 years of experience and come from companies with annual revenues or established enterprise value in excess of $10 million. In addition to being actively involved in running the the business for growth, candidates must hold a significant equity stake in their firms.

While the program emphasizes entrepreneurial leadership, candidates from venture-funded or long-established companies are encouraged to apply. You must be ready to challenge yourself, seek out new ideas, and contribute in all group activities. Between sessions, you will be expected to reflect on and apply what you have learned back at your company, using the self-guided OPM@Work modules.

More than 5,000 OPM alumni worldwide
Building and Running a Successful Business

OPM’s innovative format enables you to minimize your time away from work, while maximizing the value of this intensive learning experience. The program is delivered in three units that span 24 months. Each intensive three-week unit provides the rare opportunity to expand your leadership core, innovate with talented peers, and prepare for the new corporate challenges that lie ahead.

HBS thought leaders will share ground-breaking insights, practice-based experience, and proven frameworks, and distinguished industry guest speakers will provide real-world examples that help bring concepts to life. Through its valuable feedback loop, OPM empowers you to test new ideas, analyze the results, and evaluate options with the HBS faculty and a diverse group of talented peers.

Through self-assessment and one-on-one sessions, you will identify your learning objectives as a business owner, and balance them with your personal and professional goals. By expanding your entrepreneurial skills and leadership vision, you will return to your company with the mindset and confidence to immediately apply what you have learned.

The Sequence

Each three-week on-campus unit emphasizes a critical aspect of entrepreneurial leadership. You will explore business fundamentals and emerging best practices through carefully chosen case studies, interactive presentations, and dynamic discussions.

UNIT I (3 WEEKS):
ANALYZING AND PURSUING OPPORTUNITIES

▶ 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

UNIT II (3 WEEKS):
LEADING GROWTH AND TRANSFORMATION

▶ Deepen your understanding of the analytical and leadership capabilities needed to drive profitable growth
▶ Define ways to achieve transformational change in your business and industry as you develop a plan for growth and profitability
▶ Evaluate the leadership, organizational, and governance capabilities needed during periods of profitability or expansion

UNIT III (3 WEEKS):
PLANNING FUTURE TRANSITIONS

▶ Develop your business strategy going forward and a game plan for executing it
▶ Recognize future business and personal transitions as well as strategic approaches for navigating them
▶ Balance your business objectives with your personal and professional goals

BETWEEN SESSIONS, you will focus on the practical application of OPM skills and lessons. As an important part of your OPM experience, you will apply what you have learned back at your company. Using the self-guided OPM@Work modules, you will address specific needs, test new skills and insights, formulate questions, and assess and improve your performance as a leader.
AN INTENSIVE LEARNING EXPERIENCE

CONTROL
Sustaining competitive advantage requires control systems to be integrated. As a business leader, you must be able to simultaneously measure economic performance, improve resource allocation, implement strategy, and build accountability for performance through effective governance. OPM helps you use multiple levers of control to balance growth, profitability, innovation, and risk. You will learn how to:

- Translate your business strategy into performance targets and metrics
- Align frontline employees with your strategic objectives
- Identify and manage key organizational risks
- Create accountability systems to motivate entrepreneurship and innovation
- Build a high-performance culture

FINANCE
To realize your company’s full potential, you need to manage your financial resources strategically. OPM is designed to help you make better-informed financing decisions. You will learn how to:

- Analyze the financial strength of your business and the competitors in your industry
- Support strategy and decision-making through financial systems
- Access additional funding to grow new businesses or business lines
- Value the business to support decisions on investing, purchasing, or selling business assets
- Leverage a variety of financing options to restructure your business
- Harvest business value by divesting a business unit or selling the firm

ENTREPRENEURSHIP
It’s tough to make decisions when the world is changing at warp speed. OPM provides the frameworks, tools, and perspectives you need to become an effective entrepreneurial leader who can identify and prioritize opportunities, experiment with and refine your business model, and capitalize on emerging market trends to drive high growth. You will learn how to:

- Analyze opportunities and risks from a more strategic perspective
- Use business model analytics to turn a viable opportunity into a focused strategy and business initiative
- Experiment to reduce uncertainty and risk
- Attract top talent and key resources to turn your vision into reality
- Build the capabilities and organization to launch and scale a business

GLOBAL MARKETS
Today’s entrepreneurs need a global perspective. OPM delves into the macroeconomics and politics of the international business environment, providing strategic insights that can help you lead your organization through convergence and conflict. You will learn how to:

- Identify the opportunities and challenges of doing business across borders
- Analyze country context and risk and decide where to locate your business and key operating units
- Explore the economic, political, cultural, and social challenges facing governments and firms that conduct business on a global scale
- Examine approaches for growing your company in a networked world economy
AN INTENSIVE LEARNING EXPERIENCE  (CONTINUED)

LEADERSHIP
To improve organizational performance, business leaders must have the leadership tools and management systems in place to develop, support, and execute a winning strategy. OPM helps you build a highly effective firm that creates significant value. You will learn how to:

• Compare and contrast the leadership and talent management practices of different firms
• Master the challenges of strategy implementation, leadership, and people management
• Evaluate your firm’s strategic positioning and ability to create and extract value
• Assess and manage performance while giving and receiving feedback, motivating, and leveraging teams
• Create a leadership system that supports ongoing operational execution
• Develop a common language across the firm and build stronger networks to share best practices

MARKETING
Whether your customers are businesses or consumers, attracting and retaining them is vital to your company’s success. OPM explores how to identify market opportunities that create value for customers and how to develop effective go-to-market programs that capture value from customers. You will learn how to:

• Formulate the key components of a successful marketing strategy
• Select marketing tools, including the latest digital marketing options, to enhance profitability
• Evaluate and adjust your firm’s marketing plan and allocation of resources
• Manage over time the two key marketing assets—customers and brands
• Develop growth and change approaches to address the unique dynamics of your markets

NEGOTIATIONS
Negotiation skills are critical for executives at every stage of their careers. OPM equips you with the tools and confidence to achieve better outcomes in a wide array of negotiation environments. You will learn how to:

• Master situations where much of the action takes place before or after you reach the bargaining table
• Deal with uncertainty, deadlock, emotions, and seeming irrationality
• Handle complex issues due to pressure from competitors and too little power or leverage
• Navigate multiparty environments, including parties who try to obstruct the deal or behave unethically
• Audit your strengths and weaknesses as a negotiator and test your new skills in simulations
• Develop practical negotiation frameworks through the use of highly relevant case studies

OPERATIONS AND TECHNOLOGY
Maintaining operational excellence is the key to securing your company’s competitive edge. OPM helps you combine outstanding execution with superior customer service to drive product innovation and performance. You will learn how to:

• Leverage your operational capabilities to sustain competitive advantage
• Address current challenges and identify future opportunities in operations
• Focus on the role of the leader and general manager in driving operational excellence
• Motivate employees to consistently perform extraordinary work
• Tackle everyday challenges related to quality, availability, and service
• Compete on customer service excellence and product innovation
• Explain your planned investments in operations to external stakeholders
AN INTENSIVE LEARNING EXPERIENCE

SALES
In most companies, sales is the most expensive and time-consuming portion of the leadership team’s efforts. OPM helps you build a more efficient and effective sales strategy and make the most of your current investments. You will learn how to:

- Diagnose sales issues beyond anecdotal reports from salespeople
- Link sales and other go-to-market efforts with strategic objectives
- Understand the options and pitfalls in sales hiring, selection, and compensation
- Master the complexities of sales performance management
- Develop and execute pricing strategies through field and inside sales efforts
- Evaluate and respond to the internet and other factors that are reshaping buying processes and selling requirements across industries

STRATEGY
As a business owner, you play the central role in setting—and achieving—your firm’s long-term strategic goals. This leadership development program helps you position your company for long-term competitive advantage. You will learn how to:

- Examine the purpose, components, and role of strategy in building competitive advantage
- Evaluate the factors that influence your company’s ability to sustain a strategic edge
- Assess the structure of your industry and the threats or enablers that impact profitability
- Understand the competitive environment as well as your firm’s strengths and weaknesses
- Develop a viable business strategy that addresses both short-term and long-range goals

“Entrepreneurs are always on the move, with little time to reflect. I appreciated being able to step back, do something different, learn again, and listen to people. It was very beneficial to talk with others who were facing the same challenges.”

Isabelle Chouvet
COFOUNDER
K2, CHINA
OPM@WORK: PUTTING THE PIECES TOGETHER

OPM’s core modules enable you to analyze your business, formulate a sound strategy, and develop the skills essential to becoming a more effective leader, negotiator, and innovator. However, real-life challenges don’t come neatly packaged. That’s why we’ve created OPM@Work, a special module designed to help you bring all the pieces together.

OPM@Work provides the strategic frameworks and leadership tools that you need to consider every situation from multiple perspectives and to pursue the right opportunities. By helping you integrate and apply your OPM learnings, OPM@Work prepares you to lead growth, drive transformation, and successfully manage transitions in your business and in your career.

OPM@WORK UNIT I
- Identify opportunities and threats in your company’s strategic position
- Analyze the strengths and weaknesses of your company’s capabilities and resources
- Compare your company’s financial performance with that of your competitors
- Select the opportunities you want to pursue between OPM@Work Units I and II
- Practice pitching an opportunity and receive feedback from your peers

OPM@WORK UNIT II
- Conduct a country analysis and present the results
- Assess the value and growth options for your company
- Analyze the potential benefits and risks of strategic projects
- Improve your leadership style through actionable peer feedback
- Develop an action plan for leading growth and transformation

OPM@WORK UNIT III
- Assess current and future strategy based on your progress between Units I, II, and III
- Evaluate your ability to execute your strategy upon completing OPM
- Prepare for transitions in your business and in your personal situation
# OWNER/PRESIDENT MANAGEMENT: UNIT I

NOTE: This consolidated week-at-a-glance is representative of several past OPM sessions. Topics, times, and events are subject to change.

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# OWNER/PRESIDENT MANAGEMENT: UNIT II

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# OWNER/PRESIDENT MANAGEMENT: UNIT III

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<td>9:00–10:30 AM Case Study</td>
<td>9:00–10:30 AM Research Presentations</td>
<td>9:00 AM–12:30 PM Living Group Work on Strategy Exercise</td>
<td>9:00 AM–12:30 PM Participant Presentations Strategy Exercise</td>
<td>Free Time</td>
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<td>Discussions</td>
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<td>11:00 AM–12:30 PM Strategy</td>
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<td>11:00 AM–12:30 PM Strategy</td>
<td>11:00 AM–12:30 PM Strategy Debrief</td>
<td>11:00 AM–12:30 PM Case Study Discussions</td>
<td>11:00 AM–12:30 PM Strategy Exercise</td>
<td>Free Time</td>
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<td>12:30–1:30 PM Lunch</td>
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<td>1:30–6:30 PM Individual Strategy</td>
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<td>1:30–6:30 PM Individual Strategy</td>
<td>1:30–4:30 PM Living Group Work on Strategy Exercise</td>
<td>1:30–3:00 PM Case Study Discussions</td>
<td>1:30–3:00 PM Case Study Discussions</td>
<td>Free Time</td>
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WWW.EXED.HBS.EDU/GUIDE/OPM
Personalized Learning Opportunities

Each person comes to OPM with a unique set of leadership challenges and opportunities. Whether you are a business leader or owner, or an entrepreneur, OPM offers several individualized program components and specialized resources designed to maximize the program's impact. These include:

- **Hallmark Case 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 be taught by many of the faculty who wrote the cases and have firsthand insights into the protagonists and the outcomes.

- **The OPM Network.** Once you've completed OPM, you become a member of the HBS alumni network—an elite group of business leaders who span the globe. Many OPM alumni reconnect at reunions and other special events, embark on joint business ventures, and continue to draw on the expertise of exceptional peers from around the world.

- **OPM Transitions.** Focused on turning knowledge into action, OPM smooths the transition from your workplace to the HBS classroom—and from our campus back to your office. You'll return to your company with the entrepreneurial skills, mindset, and confidence to immediately apply what you've learned.

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

- **Fitness and Wellness Offerings.** At OPM, you are encouraged to focus on your personal wellness. While on campus, you have access to our fitness center, Shad Hall, that includes an indoor walking/jogging track; basketball courts; racquetball and squash courts; outdoor tennis courts; table tennis; aerobics studios; extensive fitness equipment; and fully equipped locker rooms, complete with whirlpool, steam, and sauna. Take advantage of fitness classes, including yoga, Pilates, spin, cycling, and strength training, and work with personal trainers and nutritionists to develop a personal fitness plan.

- **Cultural and Historic Hub.** The HBS campus puts you in the heart of Cambridge and Boston, one of the world’s most historic and culturally enriching regions. Within walking distance is Harvard Square, the vibrant center of Cambridge. A rich array of arts, music, sports, dining, shopping, and recreational activities are easily accessible from the HBS campus. From Red Sox baseball in Fenway Park to the Boston Symphony Orchestra at Symphony Hall, from the heights of Bunker Hill to the boutiques of Newbury Street, you'll find endless places to explore in your free time.

A Unique Learning and Living Experience

The HBS learning and living environment is unlike any other:

- **Accelerated Learning—Living Groups.** A living group 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’ viewpoints, HBS selects living group members who represent a broad range of industries, geographic regions, and functional backgrounds.

- **Cutting-Edge Learning—HBS Classrooms.** Featuring the School’s signature amphitheater design, HBS classrooms facilitate and enhance case method teaching. Tiered seating fosters an environment of lively classroom discussion and helps fuel a dynamic exchange among participants and faculty.

“OPM had an immediate impact on how I ran my business. I returned with a renewed sense of purpose.”

Bhanu Choudhrie
Founder and Executive Director
C&C Alpha Group Limited, U.K.
“It is truly humbling to see the group, with its collective wisdom and experience, extract insights that no individual could have identified alone. It is also empowering to know that these leaders will go back and make a positive difference in their organizations.”

Ananth Raman
FACULTY CHAIR, OPM

## Un paralleled Resources

During the program, you will engage with world-renowned HBS faculty members—intellectual thought leaders who have pioneered the business concepts practiced by top executives worldwide—and have the unique opportunity to learn firsthand from some of the world’s top business leaders. [Baker Library/Bloomberg Center](overview), the largest business library in the world, supports the unrivaled OPM learning experience, providing access to materials that complement case studies and course topics. A Baker Library/Bloomberg Center research assistant will guide participants to the resources that best meet their specific needs and interests.
Participant Profiles

Q. How is the program helping you to transform your business?
I returned to my business a much stronger and more confident leader, ready to take the company to the next level through opportunities presented during times of disruption. With a deeper understanding of technology and innovation, business strategy development, and decision-making, I’m able to begin the business transformation needed to overcome competitive challenges. This has had an immediate benefit, allowing us to deliver greater value to our clients, business partners, and amazing associates.

Q. What part of the program had the most impact on you?
In addition to the unequaled insights from the finest professors, the relationships I developed with my global and local classmates are invaluable. I not only increased my network in terms of mentorship and business opportunities, but also developed friendships that will last a lifetime.

Q. What would you like to tell future participants about the program?
I know that I speak for all my classmates when I say, “It is with great anticipation and excitement that we look forward to reconnecting at OPM Units II and III and, once again, furthering our abilities to lead into the future. This has been the single greatest investment I have ever made in business or myself!”

Q. What were some of the highlights of your experience?
Among the highlights were the invigorating energy and entrepreneurial spirit of OPM and its participants, which were contagious and still inspire me in my daily life. I came back to Munich with a fresh and holistic framework, and I was full of ideas.

Q. What impact has the program had on you and your company?
OPM provided me with structure and an in-depth understanding of entrepreneurship, finance, and the management of business processes. The curriculum addressed cross-cultural experiences, which are so important in today’s business environment and within my industry, which is becoming more and more global in terms of capital flows. Expanding my knowledge of key business frameworks and approaches allows me to better analyze and respond to trends in the real estate asset management sector and as a result, anticipate how the industry landscape may evolve and affect my organization.

Q. What surprised you most about the program?
There were a few surprises. I was amazed at how much content was covered in just three weeks, and at the way the program’s comprehensive format enabled me to develop on professional, intellectual, and personal levels. I was also impressed with the world-class OPM faculty and the open access to Harvard’s larger faculty community.
Alumni Status

Learning That Lasts a Lifetime
Reflecting the School’s commitment to foster lifelong learning and to strengthen individual leadership capabilities, HBS provides OPM graduates with relevant educational resources and opportunities long after the program ends. After completing OPM, you will become a lifetime alumni member of Harvard Business School with exclusive access to:

- **The HBS Alumni Network.** Tap into a global community of more than 80,000 MBA and Executive Education alumni in 167 countries. Use our mapping and messaging tools to find and connect with alumni near you or who work in fields that match your interests.

- **HBS Alumni Clubs and Associations.** Connect with members of more than 100 alumni clubs and associations, 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.

- **HBS Executive Education Open-Enrollment Programs.** Alumni enjoy a 30 percent discount on our open-enrollment offerings.

- **An HBS Email Address** – Your HBS email address helps you stay connected to HBS and fellow alumni.

- **HBS Career and Professional Development.** Take advantage of alumni-only coaching and career development opportunities, including employment listings, tools for polishing your résumé and networking, and more.

Connect with Us
For more information, please contact our Client Services team at:
Executive Education Programs
Harvard Business School
Soldiers Field
Boston, Massachusetts 02163-9986 U.S.

**Email:** executive_education@hbs.edu
**Telephone:** 1-800-427-5577
(outside the U.S., +1-617-495-6555)
**Fax:** +1-617-495-6999
**Visit:** www.exed.hbs.edu
Which Program Is Right for You?

**OPM**

**CURRICULUM HIGHLIGHTS**
- 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

**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

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

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

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**AMP**

**CURRICULUM HIGHLIGHTS**
- 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

**WHO IT’S FOR**
- 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

**HOW IT WORKS**
- 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)
- 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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**GMP**

**CURRICULUM HIGHLIGHTS**
- 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

**WHO IT’S FOR**
- 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**
- 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**

**CURRICULUM HIGHLIGHTS**
- 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**
- 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**
- 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
- 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**
- 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

In accordance with Harvard University policy, Harvard Business School does not discriminate against any person on the basis of race, color, sex or sexual orientation, gender identity, religion, age, national or ethnic origin, political beliefs, veteran status, or disability in admission to, access to, treatment in, or employment in its programs and activities. The following person has been designated to handle inquiries regarding the nondiscrimination policies: Ms. Nancy DellaRocco, Harvard Business School, Soldiers Field, Boston, MA 02163-9986 U.S.

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