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| 2 Days       | Discover new ways to improve transparency, minimize business risk, and ensure compliance with new accounting and reporting standards | • Examine the changing regulatory environment  
• Develop measures for improving transparency  
• Formulate new approaches for managing challenges and maximizing opportunities | • Navigate the heightened demand for greater oversight and a higher level of financial and accounting expertise  
• Meet investor expectations for more transparent financial reporting and disclosure  
• Contribute to and enhance the investor relations process  
• Improve relationships with directors, corporate management, and internal and external auditors | • Audit committee chairs and other committee members from boards of large, established companies  
• CFOs who work closely with their board’s audit committee |
| 2 Days       | Design more effective compensation programs that tie business strategies to company performance and motivate top executives and valued employees | • Investigate current regulatory issues such as “say on pay”  
• Explore alternative compensation plans that suit your business strategy  
• Ensure that the compensation structure reflects your corporate culture  
• Identify the risks of cookie-cutter solutions and external ratings systems  
• Gain investor buy-in on compensation plans before they become public | • Evaluate the factors that motivate senior executives and the role of compensation  
• Identify the characteristics of compensation plans that are motivational to executives and acceptable to shareholders  
• Examine the committee’s role in determining CEO compensation, designing plans for other senior managers, and approving performance targets and levels of compensation | • Directors on boards of large public companies who serve as chairs or members of compensation committees  
• Senior corporate executives  
• Bank directors, CEOs, human resource directors, investors, and legal professionals who structure employment contracts |
| 3 days       | Analyze four core nonprofit governance competencies: board leadership, strategic stewardship, performance measurement, and financial oversight | • Clarify your mission and identify who will lead it  
• Assess objectives and plan strategically for the future  
• Explore efficiencies related to mergers, alliances, and revenues  
• Create value-adding board leadership processes  
• Ensure financial compliance and sustainability | • Discover innovative models of leadership to define your organization’s mission, clarify roles and responsibilities, and plan for CEO succession  
• Engage in in-depth discussions that address governance frameworks, alliance creation, and fundraising strategies  
• Examine the latest approaches, tools, and systems to support performance and measurement assessments | • Chairs and other members of nonprofit boards who have significant board leadership responsibilities but are not serving in full-time employment roles for the nonprofit organizations they are applying to represent  
• Board members from a wide range of countries and nonprofit sectors |
| 3 Days       | Gain a deeper understanding of a board’s role and responsibility, and how members can work together to maximize the board’s contribution to a company’s success | • Develop practices that recognize the unique needs of your company and management  
• Examine normal board duties and the challenges they face when inevitable shocks and crises arise  
• Learn how to leverage board members’ time, knowledge, and insights to improve decisionmaking | • Investigate the most effective structure and processes for your board  
• Evaluate personal qualities and characteristics needed in the boardroom  
• Explore effective ways to provide feedback to the CEO, groom future management, and oversee strategy  
• Ensure that your company complies with relevant regulations and laws | • Board members and directors in both large public companies and established companies planning to go public  
• Executives from a broad range of industries and regions around the globe |
| 4 Days       | Learn about the inner workings of boards and how women can overcome the obstacles they face when seeking board appointment | • Understand the politics and pitfalls of corporate networks  
• Raise your profile among directors, founders, and funders  
• Know what skills boards are seeking and match your talents to their needs  
• Tap into influential networks of highly successful women | • Understand how boards work: legal requirements, roles, responsibilities, and gender issues  
• Develop critical skills: reading financial statements, leading through risk, making decisions effectively, and communicating with stakeholders  
• Navigate the selection process: identifying candidates and disrupting the established lines of succession  
• Raise your profile: networking within your company, connecting with search firms, and interacting with CEOs | • Female senior executives at large, established companies who hold positions ranging from division head to CEO  
• Senior professional women who seek to enhance their talent and leadership skills and contribute to corporate governance at the highest level |

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Navigating an uncertain business world requires leadership confidence, global vision, and innovative strategies that drive and sustain growth. To meet the universal demand for extraordinary leaders, Harvard Business School (HBS) offers a global curriculum based on the real-world challenges facing executives today. Here, you will do more than prepare for the next step in your career. The HBS faculty will disrupt your old ways of doing business and introduce unexpected new ways of thinking. The results? You will return to your organization reenergized—ready to lead meaningful change, address strategy gaps, and outdistance the competition for the long run.

An Enlightening Learning and Living Experience
At HBS, learning takes place on many levels. From our state-of-the-art classrooms and carefully selected living groups to our rich array of academic resources and recreational facilities, you will have countless opportunities to expand your learning and your network. Nowhere else can you collaborate with such a diverse and elite group of global peers.

Over the course of the program, you will share new ideas with others and broaden your own perspectives on leadership challenges, global best practices, and emerging business trends. The personal and professional bonds that participants develop with their cohort peers, with their living group members, and with the HBS faculty often last a lifetime.

Featuring the School’s signature amphitheater design, each classroom is equipped to enhance the HBS case method of teaching. Moveable blackboards, projection screens, and innovative lighting help to generate a dynamic exchange among the program participants and HBS faculty that continues beyond the classroom.

Pioneering Faculty, Case Method, and Global Curriculum
Full-time HBS faculty members teach every Executive Education program—no exceptions. These world-renowned thought leaders draw upon their practical business expertise, proprietary research, and relationships with leading global companies to help you tackle relevant industry issues and capitalize on emerging trends.

Pioneered by HBS faculty, the hallmark case method immerses you in hands-on, real-world business simulations that hone your decision-making and leadership skills. This highly stimulating and collaborative process puts you face to face with the faculty who wrote the cases and observed the outcomes, and the real case protagonists often stop by to share their thoughts on the issues.

At our nine global research centers, the top minds in business, government, and higher education join forces to collaborate on groundbreaking research. The HBS faculty transforms these latest insights into rich learning experiences that are designed to redefine the world of business and the next generation of visionary leaders.

Personal Living Group, Private Wellness and Fitness Center, and More
Your personal living group will consist of eight bedrooms—each with a private bath and personal computer/IPTV—organized suite-style with a common living area to provide a small group learning experience inside a larger program. HBS selects living group members who represent diverse functions, industries, and countries. During your time on campus, we encourage you to take advantage of our private wellness and fitness center. Shad Hall features an indoor walking/jogging track; basketball, racquetball, and squash courts; outdoor tennis courts; table tennis; aerobics studios; fitness equipment; whirlpool, steam, and sauna; yoga, Pilates, spin, cycling, and strength training classes; and personal trainers and nutritionists.

At HBS, you are situated in one of the world’s most historic and cultural hubs—the Boston-Cambridge area. Harvard Square is within walking distance, and a wealth of arts, music, sports, dining, shopping, and entertainment venues are easily accessible from campus.

Take the Next Step: Application, Admission, and Company Sponsorship
The Admissions Committee meets monthly, and admits qualified candidates on a rolling, space-available basis. Early application is strongly encouraged. The Admissions Committee takes into account a candidate’s organizational level, management experience, and future responsibilities. Each participant must be nominated and supported by a company sponsor.

For more information, please contact our Client Services team at: executive_education@hbs.edu  |  1-800-427-5577