### Comprehensive Leadership Programs

**Owner/President (OPM)**  
*www.exed.hbs.edu/programs/opm/*
- **The Participants**  
  - 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
- **The Format**  
  - 3 on-campus units held over 24 months (each unit is 3 weeks in duration)
- **The Focus**  
  - Positioning a business for long-term competitive advantage  
  - Capitalizing on disruptive innovation  
  - Strengthening decision-making and negotiation skills  
  - Aligning sales and strategy  
  - Measuring and improving performance  
  - Driving growth and transformation via enhanced financing strategies  
  - Analyzing and pursuing opportunities at home and abroad
- **The Impact on the Organization**  
  - Transform entrepreneurs into capable and confident business leaders—while building a high-performance culture  
  - Align the firm’s business model and strategy, assess its existing resources, build new capabilities, and marshal strategic assets that increase business value  
  - Design and leverage governance infrastructures that maintain alignment, facilitate strategy execution, and promote growth and profitability

**Advanced Management (AMP)**  
*www.exed.hbs.edu/programs/amp/*
- **The Participants**  
  - Senior executives who are one or two levels below the CEO  
  - Possess 20 to 25 years of work experience  
  - From organizations with annual revenues in excess of $250 million  
  - Identified as central to the company’s succession plan
- **The Format**  
  - 7 intensive, continuous weeks on campus
- **The Focus**  
  - Leading change, driving innovation, and improving long-term performance  
  - Optimizing current strategies and innovating for the future  
  - Addressing current operational challenges and identifying new opportunities  
  - Communicating the company’s strategic vision  
  - Maximizing traditional and digital marketing for greater value  
  - Identifying new sources of revenue and navigating global market shifts
- **The Impact on the Organization**  
  - Prepare senior executives to lead the enterprise amid a global environment of increasing complexity and accelerating change  
  - Improve the company’s business model and increase its profitability by introducing new tools, strategies, and frameworks  
  - Develop a robust succession plan to ensure stability and continuity at the top levels of the organization

**General Management (GMP)**  
*www.exed.hbs.edu/programs/gmp/*
- **The Participants**  
  - 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  
  - Senior executives who need a broader and deeper perspective on company operations  
  - Senior executives who will soon become business-unit, divisional, or regional leaders
- **The Format**  
  - 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)
- **The Focus**  
  - Examining the complex cross-functional challenges facing general managers worldwide  
  - Viewing emerging opportunities through a broader lens to expand strategic vision  
  - Acquiring support for business-building resources  
  - Building strong cross-functional teams  
  - Leading through periods of growth and turbulence  
  - Implementing value-creating strategies that deliver results
- **The Impact on the Organization**  
  - Develop a pipeline of emerging leaders who can help sustain a competitive advantage  
  - Gaining a broader grasp of management, business strategies, and a broader understanding of the global marketplace  
  - Improving decision-making and negotiation skills  
  - Formulating and implementing effective business strategies  
  - Accelerating readiness of up-and-coming managers for leadership positions  
  - Drive results throughout the organization  
  - Identifying performance and opportunity gaps and align the organization for change  
  - Build effective teams that can manage conflict and execute change

**Program for Leadership Development (PLD)**  
*www.exed.hbs.edu/programs/pld/*
- **The Participants**  
  - Specialists and star contributors, including vice presidents, directors, project managers, and functional managers  
  - Possess at least 10 to 15 years of work experience  
  - Identified as outstanding prospects for increased leadership responsibilities  
  - Represent diverse business functions, companies, industries, and countries
- **The Format**  
  - 4 modules in total, consisting of 2 distance-learning modules (12 hours weekly) and 2 on-campus modules (each 2 weeks in duration)
- **The Focus**  
  - Assessing, building, and improving foundational skills  
  - Developing an end-to-end view of business and a broader understanding of the global marketplace  
  - Formulating and implementing effective business strategies  
  - Improving decision-making and negotiation skills  
  - Gaining a broader grasp of management, business drivers, and innovation
- **The Impact on the Organization**  
  - Accelerate the readiness of up-and-coming managers for leadership positions  
  - Develop a pipeline of emerging leaders who can help sustain a competitive advantage  
  - Generate cross-functional collaboration  
  - Drive results throughout the organization  
  - Identify performance and opportunity gaps and align the organization for change  
  - Build effective teams that can manage conflict and execute change
### 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 days (2 credit weeks) 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.