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 and reframes 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 an uninterrupted commitment. 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 cases 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 HBS Executive Coaching sessions, 360-degree leadership assessments and feedback, 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.

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

**Develop a Compelling Strategy**

**Lead IN THE Global Economy**

**Plan and conduct successful negotiations**

**Build Competitive Advantage Through Operations**

**Leverage the Power of Marketing**

**Measure, analyze, and drive corporate performance**

**Lead Your Company and your career**

**Master the Essentials of Corporate Financial Management**
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 senior 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 inspire and align teams to take on bold missions that drive results
• Organizational leadership—how to build, align, and manage a high-performing organization

“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.
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
- Diagnose what’s going on in a situation and prescribe next steps
- 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.

<table>
<thead>
<tr>
<th>SUNDAY</th>
<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
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<td>6:30–7:30 AM Breakfast</td>
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<td>7:30–8:30 AM Case Preparation/ Living Groups</td>
<td>8:00–9:20 AM Case Discussions</td>
<td>9:00 AM–12:00 PM Living Group Acceleration Living Group Lounges</td>
<td>8:00–10:00 AM Case Discussions</td>
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<td>9:45–11:05 AM Case Discussions</td>
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<td>12:50–2:00 PM Lunch and Discussion Groups</td>
<td>12:00–1:15 PM Lunch</td>
<td>1:00–2:30 PM Case Discussions</td>
<td>12:30–2:30 PM Case Discussions</td>
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<td>1:00–2:00 PM Mindful Leadership (optional)</td>
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<td>1:00–2:30 PM Case Discussions</td>
<td>2:15–3:15 PM Accounting Tutorial (optional)</td>
<td>1:30–3:30 PM Case Discussions</td>
<td>2:30–3:00 PM Break</td>
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<td>2:30–3:30 PM Optional: Alumni Q&amp;A</td>
<td>2:30–4:30 PM Personal HBS Executive Coaching Setup</td>
<td>3:30–5:00 PM Mindfulness (optional) Personal Development</td>
<td>3:15–4:45 PM Industry Guest Speaker</td>
<td>3:00–5:00 PM Harvard Fellow Q&amp;A</td>
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<td>2:30–3:30 PM Personal HBS Executive Coaching Setup</td>
<td>3:00–5:00 PM Personal Development</td>
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<td>3:00–5:00 PM Negotiation</td>
<td>5:00–9:00 PM One on One Coaching</td>
<td>5:30–6:15 PM Reception Baker Library</td>
<td>5:30–6:30 PM Pre-Rotation Dinner Get-Together</td>
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<td>8:00–10:00 PM Coffee and Dessert Living Groups</td>
<td>8:00–10:00 PM Group Outing in Boston</td>
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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 organization. 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 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 HBS Executive 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.

- **HBS Executive Coaching** – Our distinctive coaching method is highly integrated into the unique HBS learning environment to accelerate both individual and team growth. Through one-on-one and group coaching, as well as 360-degree leadership assessments and feedback, your professional HBS Executive Coach can help you realize your true leadership potential.

- **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.

**PERSONAL DEVELOPMENT**

- **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 Series** – AMP is a holistic program designed to accelerate both your personal and professional growth. Through a series of inspirational seminars that foster deep self-reflection, you will rethink, redefine, and reinvigorate your individual leadership approach.

- **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.

“I learned a lot about myself—my strengths and the areas that need work—and walked away with major insights into what I wanted to do differently.”

---

**Amy Cribbs**

PRINCIPAL, INSTITUTIONAL RETIREMENT PLAN SERVICES
VANGUARD, U.S.

Elective Sessions.
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.
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 Rawi E. Abdelal, Clayton M. Christensen, Srikant M. Datar, Thomas J. DeLong, Anita Elberse, William W. George, Rebecca M. Henderson, Scott A. Snook, and David B. Yoffie. Another memorable highlight of AMP centers on the inspiring sessions with many of the top executives featured in the actual cases. 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 Living and Learning Experience

The HBS living and learning environment is unlike any other:

- **Ruth Mulan Chu Chao Center** – This 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.
- **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 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 cases 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 23,000 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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<th>Industries</th>
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<tr>
<td>Agriculture</td>
<td>2%</td>
<td>Manufacturing</td>
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<td>Chem/Pharm/Bio</td>
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<td>Nonprofit Services</td>
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<td>Professional Services</td>
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<tr>
<td>Consumer Products</td>
<td>5%</td>
<td>Raw Materials/Energy</td>
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<tr>
<td>Education</td>
<td>1%</td>
<td>Real Estate/Construction</td>
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<tr>
<td>Financial</td>
<td>23%</td>
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<td>Utilities/Telecom</td>
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<td>High Technology</td>
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<td>Other</td>
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<td>Europe</td>
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Participant Profiles

Q. What did you hope to accomplish in AMP?
When I came to AMP, I looked forward to taking a break from daily life at the office, gaining time to reflect and build new relationships. I also wanted to celebrate what I had accomplished in my journey from technical specialist to leader of a large business—we all need to do that. I had a general idea of what I wanted to achieve during AMP, but quickly realized that the program offered so much more than I ever expected. There was such a depth of information to draw on, many different experiences and exposures, as well as awesome people bringing their own diverse knowledge and cultures. The insight and learning surpassed all my expectations!

Q. What would you say to other executives thinking about attending the program?
It’s impossible to describe the enormous value of gaining a very different perspective on your life. If you are even considering attending, then just go! My first suggestion is not to be too specific in what you want to achieve, because the program offers so much more.

AMP is an ideal opportunity to learn a great deal about yourself and form very precious relationships. The faculty and the curriculum will stretch your leadership capacity and make you do things you did not think you could or wanted to do. You will step up and have a great experience.

Q. How has AMP changed you?
My AMP experience changed the way I approach just about every aspect of my life, both professionally and in closer personal relationships. I now look at everything through a completely different lens and have thought deeply about my contribution to society. AMP also reshaped the way I think about myself as a leader. I have much more appreciation for how difficult it is to be an effective leader, my impact on others, and how to foster the best in those around me. Now I’m asking many more questions and am encouraging a thorough discussion prior to making a decision. I’m also less critical of the leaders around me—and a bit less critical of myself as well.

Q. How would you describe interactions in the classroom?
The professors made the experience. The amount of knowledge and effort each one of them put into the program was incredible. They did not just come in, teach a session, and leave—they stayed around, made an effort to really get to know participants, and shared as much knowledge as they could.

During case discussions, each professor would cold call participants to draw them into the discussion. It was impossible to hide! But that cold calling helped all of us become more engaged. Before long, all the participants jumped in to share their thoughts and the professors created value from each point of view that was shared. They could pull information from individual industries and make the point relevant to every industry.

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Q. How has AMP changed your view of leadership?
My view of leadership has become more collaborative. After being in a position for more than 20 years, I had become set in my ways. AMP taught me to think more broadly and to really listen to others. I am now making more of an effort to seek out my co-workers’ opinions and take them into account when I make decisions.
Alumni Status

Learning That Lasts a Lifetime
Once you’ve completed AMP, you will become a lifetime member of the HBS alumni community—a vast network 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 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, 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 cases (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 a self-directed learning resource, including 44 modules that 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
- An HBS Email Address – Your HBS email address helps you stay connected to HBS and fellow alumni
- HBS Career and Professional Development Services – 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
## Which Program Is Right for You?

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<th>GMP</th>
<th>PLD</th>
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<td><strong>CURRICULUM HIGHLIGHTS</strong></td>
<td>• Positioning a business for long-term competitive advantage</td>
<td>• Leading change, driving innovation, and improving long-term performance</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>• 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>
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<td>• Aligning sales and strategy</td>
<td>• Communicating the company's strategic vision</td>
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<td>• Measuring and improving performance</td>
<td>• Maximizing traditional and digital marketing for greater value</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>• Analyzing and pursuing opportunities at home and abroad</td>
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| WHO IT’S FOR | • CEOs, COOs, presidents, and managing directors | • Senior executives who are one or two levels from the CEO | • Specialists and star contributors |
|  | • Possess at least 10 years of work experience | • Possess at least 20 to 25 years of work experience, including significant time as a senior executive or company officer | • Possess at least 10 to 15 years of work experience |
|  | • From organizations with annual revenues in excess of $10 million | • From organizations with annual revenues in excess of $250 million | • Identified as outstanding prospects for increased leadership responsibilities |
|  | • Actively involved in running the business | • Identified as central to the company’s succession plan | • Ideal candidates include vice presidents, directors, project managers, and functional managers |
|  | • 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) | • 7 continuous and intensive weeks on campus | • 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 | • After completing the program, participants will become alumni of Harvard Business School | • 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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