LEADERSHIP BEST PRACTICES

Offered by the HBS Leadership Initiative

Program Objectives
Sharpen your strategic perspective in a program that gives you early access to the latest thinking and research on global business leadership. With an emphasis on strategy, each session offers timely insights and emerging best practices you can put into action immediately.

Curriculum
Drawing on the latest HBS research and analysis, you will explore business practices that are helping to create innovative and agile companies—and capable, confident leaders. Immersed in thought-provoking modules, you’ll expand your leadership skills and your company’s strategic vision:

• Taking Action Now to Create the Future – Leonard A. Schlesinger shares insights from his recent book on building a strategy that rides waves and moves your career forward.
• Collective Genius: The Art and Practice of Leading Innovation – Linda A. Hill offers insights on creating an innovation context to harness your company’s collective genius.
• Global Teams that Work – Drawing from her recent article, “Global Teams That Work,” Tsedal Neeley introduces the SPLIT framework—structure, process, language, identity, and technology—for managing social distance among teams.
• Building the Future: Big Teaming for Audacious Innovation – Amy C. Edmondson draws from her recent book’s analysis of Living PlanIT, and examines the critical balance between expansive vision and deliberative incremental action.
• What Great Service Leaders Know and Do – Based on research presented in his recent book, W. Earl Sasser sets the stage for a competitive landscape in which trade-offs are replaced by a “both/and” mentality.
• Negotiating the Impossible – Deepak Malhotra demonstrates how to break deadlocks, defuse tension, bridge immense gaps, and achieve what seems impossible in this session based on his new book.
• The Transparency Trap – Is there such a thing as too much transparency? Ethan S. Bernstein explores four types of boundaries that can help organizations strike the right balance between transparency and privacy.
• An Everyone Culture: Becoming a Deliberately Developmental Organization – Inspired by his new book, Robert Kegan discusses the principles and practices that enable organizations to approach deficiency and vulnerability as opportunities to grow.

Participant Mix
Leadership Best Practices is intended for senior executives with significant management responsibilities and at least 20 years of experience in large established organizations with at least $200+ million in annual sales. It is particularly appropriate for chief executive officers, chief operating officers, chief administrative officers, senior vice presidents, general managers, senior human resource officers, and divisional directors or leaders.

Anticipated Faculty
Ethan S. Bernstein, Amy C. Edmondson, Linda A. Hill, Robert Kegan, Deepak Malhotra, Tsedal Neeley, W. Earl Sasser (faculty chair), and Leonard A. Schlesinger
WHY HARVARD BUSINESS SCHOOL?
This is where world leaders convene. At Harvard Business School, you will do more than prepare for the next step in your career. You will develop the worldview, strategic skills, and leadership capacity to master the complex global challenges that face your company today.

The Case Method, pioneered by Harvard Business School, is a proven tool for expanding your leadership capability and expertise. No other program puts you face to face with the faculty who wrote the cases and experienced the outcomes.

Our Global Curriculum integrates the best practices and cultural insights of the world’s top businesses. You will return with the latest strategies for achieving your company’s goals—and your career objectives.

A Diverse Group of Accomplished Peers will share their unique perspectives and life experiences. You will leave with a business network that spans functions, industries, and the globe.

Full-Time Harvard Business School Faculty members teach every course. Drawing on proven business expertise and field-based research, they will engage you in an unparalleled learning experience.

Admissions
Application Process – Please visit www.exed.hbs.edu for complete admission requirements and to apply online. Applications are requested at least four weeks before the program start date. Since qualified candidates are admitted on a rolling, space-available basis, early application is encouraged.

Admission Requirements – Admission is selective and based on professional achievement and organizational responsibility. No formal educational requirements apply. Executive Education programs enhance the leadership capacity of the managers enrolled as well as their organizations, and HBS expects full commitment from both. While participants devote time and intellect to the learning experience, sponsoring organizations agree to relieve individuals of their work responsibilities during the program.

Program Fee – The program fee covers tuition, books, case materials, accommodations, and most meals. Payment is due within 30 days of the invoice date. If admission is within 30 days prior to the start of the program, payment is due upon receipt of the invoice. Cancellation policies are outlined in the information provided to applicants upon admission.

Connect With Us
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