# Authentic Leader Development

**WWW.EXED.HBS.EDU/GUIDE/ALD/**

<table>
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<tr>
<th>Sunday</th>
<th>Monday</th>
<th>Tuesday</th>
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| **Please Note:** This schedule is based on previous program sessions, and is intended to be representative of the program structure and content. Dates, times, faculty, and session topics are subject to change. | 6:30–8:00 AM  
Breakfast | 6:30–8:00 AM  
Breakfast | 6:30–8:00 AM  
Breakfast |
| | 8:00–9:30 AM  
Why Leaders Lose Their Way  
Examining the best practices—and missteps—of high-performing leaders over time. | 8:00–9:30 AM  
Building Self-Awareness  
Leading with power, influence, and persuasion; adapting leadership style to different situations. | 8:00–9:30 AM  
Having Difficult Conversations  
Tackling the difficult—but essential—interactions that are part of leadership and management; establishing ethical boundaries. |
| | 9:30–10:00 AM  
Break | 9:30–10:00 AM  
Break | 9:30–10:00 AM  
Break |
| 8:00 AM–4:00 PM  
Registration | 10:00–11:30 AM  
LDG II: Losing Your Way  
Recognizing and overcoming personal impulses that can lead to problematic leadership behavior. | 10:00–11:30 AM  
LDG IV: Self-Awareness  
Becoming more self-aware by receiving honest feedback openly; building self-knowledge; practicing self-monitoring, self-command, and self-regulation. | 10:00–11:30 AM  
LDG VI: Difficult Conversations  
Understanding your own tendencies when confronted with a difficult interaction; drawing on your values; preparing for challenges. |
| 9:00 AM–2:00 PM  
Optional Brunch | 11:30 AM–1:00 PM  
Lunch | 11:30 AM–1:00 PM  
Lunch | 11:30 AM–1:00 PM  
Lunch |
| 1:00–2:30 PM  
Crucibles of Leadership  
Understanding the essential role of a leader at a time of crisis, from building and motivating teams to framing priorities. | 1:00–2:30 PM  
Navigating Authenticity  
Recognizing the role of personal identities and passions in career development; drawing on these aspects of self to succeed in a challenging culture. | 1:00–2:30 PM  
The Integrated Leader  
Living a more strategic, integrated life; balancing career decisions and organizational demands. | |
| 4:00–4:30 PM  
Welcome and Introduction | 2:30–3:00 PM  
Break | 2:30–3:00 PM  
Break | 2:30–3:00 PM  
Break |
| 4:30–6:00 PM  
What Is Your Story?  
Leveraging key life experiences to take leadership to a new level. | 3:00–5:00 PM  
LDG III: Crucibles  
Rethinking meaning in your life; coping with tests of your beliefs and assumptions. | 3:00–4:30 PM  
LDG V: Navigating Authenticity  
Clarifying and living your values; choosing the leadership style most appropriate to your authentic leadership. | 3:00–4:30 PM  
LDG VII: Relationships Integrated Leader  
Integrating the different buckets of your life: family, community and friends, and career. |
| 6:00–7:30 PM  
Opening Reception and Dinner | 5:00–6:00 PM  
Self-Reflection Exercises and Individual Preparation | 4:30–6:00 PM  
Self-Reflection Exercises and Individual Preparation | 4:30–6:00 PM  
Self-Reflection Exercises and Individual Preparation |
| 7:30–9:30 PM  
Leadership Development Group (LDG) I: Life Stories  
Analyzing your personal experiences to find critical lessons that inform your authentic leadership. | 6:00–7:30 PM  
Dinner | 6:00–7:30 PM  
Dinner | 6:00–7:30 PM  
Dinner |
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<tr>
<th><strong>THURSDAY</strong></th>
<th><strong>FRIDAY</strong></th>
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<tbody>
<tr>
<td>6:30–8:00 AM Breakfast</td>
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<tr>
<td>8:00–9:30 AM <strong>Motivated Capabilities</strong> Understanding the impact of managers’ behavior on subordinates’ performance and company reputation.</td>
<td>8:00–10:00 AM <strong>Leadership Effectiveness: Leading in All Directions</strong> Identifying and acting on the imperatives for successful leadership.</td>
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<td>9:30–10:00 AM Break</td>
<td>10:00–10:15 AM Break</td>
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<tr>
<td>10:00–11:30 AM <strong>LDG VIII: Motivated Capabilities</strong> Understanding motivation and core capabilities and how to leverage them to strengthen leadership.</td>
<td>10:15 AM–12:00 PM <strong>LDG X: Personal Leadership Development Plans &amp; Feedback</strong> Sharing your plan and gathering input that will help you continue to develop yourself as a leader.</td>
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<td>11:30 AM–1:00 PM Lunch</td>
<td>12:00 PM Departure</td>
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<td>1:00–2:30 PM <strong>Leading with Purpose</strong> Articulating your individual purpose; transforming purpose into impact.</td>
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<td>2:30–3:00 PM Break</td>
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<tr>
<td>3:00–4:30 PM <strong>LDG IX: Leading with Purpose</strong> Identifying your purpose and establishing it as a cornerstone of your leadership approach.</td>
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<tr>
<td>4:30–6:00 PM <strong>Personal Leadership Development Plan</strong></td>
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<tr>
<td>6:00–8:30 PM Closing Reception and Dinner</td>
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“The Authentic Leader Development program had a profound effect on me. I am deliberating on issues and crises from a more long-term perspective—and am continuing to grow in areas and ways that I never expected.”

*Pramthesh Patel*
**Senior Director**
**GlaxoSmithKline**
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