Mastering the transition from senior executive to cross-functional leader requires more than excelling in a single area—it calls for a fundamental shift in thinking, acting, and leading. This means moving beyond your field of expertise and building a broader business perspective, developing a new set of leadership skills, and embracing an end-to-end view of the organization. The General Management Program (GMP) at Harvard Business School (HBS) is designed to help you accelerate your leadership growth and play a greater role in your company’s success.

Overview
Each year, the HBS faculty updates the program curriculum to reflect the complex challenges facing general managers worldwide. GMP is designed for general managers in any industry who have overall profit and loss responsibility or whose cross-functional role is significantly expanding. It also is appropriate for senior executives who need a broader and deeper perspective on company operations—from strategy and finance to marketing and leadership—or who will soon become business-unit, divisional, or regional leaders. Executives who need to develop a more comprehensive, integrated perspective and to sharpen strategic, financial, and leadership skills will benefit most from this program. Participants typically have at least 15 to 20 years of work experience. Ideal candidates include general managers, senior vice presidents, vice presidents, directors, business-unit or divisional heads, and partners.

The Curriculum
As you take on greater leadership responsibilities, you must be equipped to navigate a competitive global landscape and contribute to your company’s success on a more strategic level. GMP provides a fully immersive and more comprehensive view of strategy and leadership—one that seamlessly blends practical knowledge with personalized learning. You will emerge from this intensive learning experience with a multidisciplinary perspective that empowers you to analyze key value drivers, build cross-functional teams, and capitalize on opportunities in any economic climate.

GMP is composed of two on-campus and two distance-learning modules that are presented over four months, with seven weeks of study on the HBS campus. This highly integrated format enables rapidly growing organizations to prepare leaders for the challenges ahead while maintaining business momentum.
The Curriculum (cont.)

Focused on diagnosis and action, the case-based curriculum is designed to expand your leadership skills, confidence, and vision. While progressing through each module, you will begin to think, act, and lead differently as you tackle the complex challenges of general management—setting the strategy, aligning the organization, and driving the results.

During GMP, you will have access to Harvard ManageMentor®—a self-directed learning resource with 44 modules that address critical management issues and empower you to build, broaden, and refresh your leadership skills. This powerful solution delivers on-demand performance support, enhances formal learning, and scales peer-to-peer feedback—across all areas of your organization.

Your Path to Leadership

GMP accelerates your growth as a leader through a series of carefully structured on-campus and distance-learning modules. The on-campus modules present a rigorous, action-oriented, and collaborative learning environment, while the distance-learning modules enable you to expand your core knowledge and apply your new skills and concepts back at work. GMP stresses a peer-to-peer learning model across all modules to connect participants with current leadership issues and emerging opportunities. It is a time of deep self-reflection and personal discovery.

“By the time they finish GMP, participants are completely transformed as individuals, as leaders, and as business executives.”

Sunil Gupta
FACULTY CHAIR, GMP
GMP begins well before you set foot on campus. Given the intensive and rigorous structure of the program, all participants must have a basic knowledge of core competencies and a common understanding of terminology.

After completing the admissions process, you will receive a set of online, print, and audio materials, including case preparation webinars, a finance tutorial, and individual assessments with a focus on living group dynamics. These tools provide a solid foundation in financial management, strategy formulation, and accounting. They also serve as an introduction to the HBS learning environment—from the hallmark HBS case method to the unique personal living group experience—both key building blocks of GMP. As needed, HBS will provide you with additional materials to help you achieve the threshold competency level.

Depending on your background and your knowledge of the topics, this skill-building effort typically requires 12 to 15 hours of self-directed work per week for the weeks leading up to Module 2. The goal is to ensure that you arrive on campus ready to learn.

“The lessons I learned have helped me stay original, stay true to myself, maintain my integrity, and fight battles with the confidence that I am doing the right thing.”

Priscilla Ndu
EXECUTIVE DIRECTOR, RESOLUTION AND RESTRUCTURING COMPANY, LTD., NIGERIA
SHARPENING DIAGNOSTIC SKILLS

- Build a deeper understanding of the current challenges you face as a business-unit leader
- Analyze cross-functional problems that require comprehensive, long-term action plans
- Work one-on-one with a professional HBS executive coach to craft a personal strategy statement and short presentation to address the specific challenges facing your organization
- Begin to work with your personal HBS executive coach to create a customized case that analyzes a current leadership issue that could derail your strategy

The first on-campus module focuses on assessing the key tasks facing a business-unit leader. Through this integrative process, you will acquire critical analytical skills and frameworks in three core areas—financial management, human resources management, and strategy formulation. You also will develop a deeper understanding of accounting, marketing, operations, and negotiations.

While the objective is to develop working knowledge in each of these functional domains, the program employs a highly integrated approach, with cases analyzing cross-functional problems that require comprehensive action plans. You will explore the importance of authentic leadership and what constitutes your personal leadership core. Most important, you will learn to recognize and diagnose problems, quickly generate and assess options, and select the strategy that has the greatest chance of success.

EXPAND YOUR PERSPECTIVE
Since general managers must view current challenges and emerging opportunities through a broader lens, Module 2 takes on an increasingly wider perspective each week.

PERSONALIZED LEARNING
During Module 2, you will engage in a customized exercise based on a challenge facing you and your organization. First, you will formulate a personal strategy statement to help you set the direction that you want your company to take, and then develop a short presentation. This exercise will help you to gain a better understanding of your industry and your company’s competitive position, articulate your strategy to peers, engage in open feedback to improve it, and align activities that support your competitive advantage. The personal strategy statement will evolve into your personal action plan in Modules 3 and 4.

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’ viewpoints, HBS carefully selects living group members who represent a broad range of industries, geographic regions, and functional backgrounds. This diversity enables you and your peers to provide invaluable support to one another during the transition to general manager. It not only enriches the learning experience, but also builds the foundation for ongoing professional relationships.
• RETURN TO YOUR ORGANIZATION AND BEGIN APPLYING WHAT YOU HAVE LEARNED
• TURN YOUR PERSONAL STRATEGY STATEMENT INTO A PERSONAL ACTION PLAN AND CREATE A CUSTOMIZED CASE ANALYZING A PARTICULAR LEADERSHIP CHALLENGE
• ASSESS AND DEVELOP YOUR LEADERSHIP CHALLENGE AND RECEIVE FEEDBACK FROM COMPANY PEERS ON HOW TO MAKE YOUR PERSONAL STRATEGY STATEMENT WORK
• CONTINUE TO WORK ON YOUR CUSTOMIZED CASE AS YOU ASSESS KEY LEADERSHIP CHALLENGES
• ACCESS PROPRIETARY GMP RESOURCES AND WEBINARS TO EXAMINE CRITICAL ISSUES
• ENGAGE IN A CULTURAL INTELLIGENCE ASSESSMENT, AN EMOTIONAL INTELLIGENCE SURVEY, AND A CUSTOMIZED CASE EXERCISE

Back at your company, you will begin to apply new management concepts and strategic tools to your current leadership challenges. During this module, you will complete some self-directed work at your own pace, and begin to contribute to your organization’s success on a more strategic level.

You will continue to assess key leadership challenges as part of your customized case, in which you are the central protagonist. This will compel you to apply your learning in the workplace and start delivering concrete benefits to your organization. You will consult with team members and supervisors as you ask and answer key questions: What resources will I need to implement this strategy? What challenges should I expect? How can I better drive this change?

TAPPING NEW RESOURCES
During Module 3, you will complete your Emotional Intelligence Survey and receive 360-degree feedback from your peers and boss on how they view you as a leader. Through a Cultural Intelligence Assessment, you will learn how others perceive your behavior in diverse global cultures. You also will take part in a customized case exercise that is carefully designed to spur self-reflection, peer-to-peer dialogue, and feedback from your strategy consultant and living group.

The customized case exercise helps you determine how to put your personal strategy statement into action. During this exercise, you will focus on three key questions: What are my leadership objectives? What do I need to know to achieve them? How can I learn what I need to know? Then, you will begin to build a GMP network of advisers by adopting a peer coaching/advising model and capitalizing on relevant experience inside your living group. Before beginning Module 4, you will share your personal strategy statement and customized case with your boss and team and gather their feedback.

During this distance-learning module, you will have access to the proprietary HBS website, “Transition to General Management,” which features video clips of HBS alumni who have recently moved into general management positions. These videos highlight the critical issues that managers often encounter when moving from functional to general management responsibilities, and provide the “rules of the road” for general managers exploring their new roles.

In addition, you will have access to the vast resources of Baker Library/Bloomberg Center—the world’s largest business archives—and a wealth of materials from Harvard Business Review. You may call on these resources to extend your case learning and to investigate specific topics of personal and professional importance that have not been covered in the program. “Idiosyncratic” learning is a key component of GMP, and these resources, in conjunction with your workplace experience, will help you identify new learning objectives to pursue when you return to the HBS campus.
FOCUS ON LEADING IN TURBULENT AND UNCERTAIN ENVIRONMENTS, DRIVING CHANGE, AND ACHIEVING LONG-TERM OBJECTIVES
• GAIN INSIGHTS INTO THE GLOBAL ECONOMY THROUGH A POWERFUL LINEUP OF SPECIAL SESSIONS WITH HBS THOUGHT LEADERS AND INDUSTRY GUEST SPEAKERS
• DEVELOP A DEEPER LEVEL OF SELF-AWARENESS AND BETTER UNDERSTAND WHAT IT TRULY MEANS TO BE AN AGENT OF ORGANIZATIONAL CHANGE
• ANALYZE THE ETHICAL, MOTIVATIONAL, AND PERFORMANCE CHALLENGES ASSOCIATED WITH LEADERSHIP
• BUILD THE SKILLS NEEDED TO CAPITALIZE ON EVOLVING TECHNOLOGY AND GLOBALIZATION
• EXPLORE NEW WAYS TO ANALYZE PROBLEMS, DEFINE YOUR LEADERSHIP STYLE, AND CONTRIBUTE TO THE SUCCESS OF YOUR ORGANIZATION
• WORK THROUGH THE RESULTS OF YOUR EMOTIONAL INTELLIGENCE SURVEY WITH YOUR PERSONAL HBS EXECUTIVE COACH
• EVALUATE YOUR LEADERSHIP ABILITIES AND IDENTIFY AREAS FOR IMPROVEMENT
• TAKE PART IN A SPECIAL “ACCELERATION DAY” THAT SPURS PARTICIPANTS TO OUTLINE THEIR PERSONAL GOALS AND EXPECTATIONS, AND SETS THE STAGE FOR PRODUCTIVE DISCUSSIONS AND RELATIONSHIPS
• DISCOVER WHAT CONSTITUTES AUTHENTIC LEADERSHIP AND HOW BEST TO CONTRIBUTE TO YOUR COMPANY’S SUCCESS THROUGH YOUR PERSONAL ACTION AND IMPLEMENTATION PLANS
• PREPARE TO TRANSITION FROM THE HBS CAMPUS TO YOUR FRONTLINE LEADERSHIP POSITION

FOCUS ON LEADERSHIP
As in Module 2, each week of Module 4 features a specific theme related to leadership.

ACTION-ORIENTED DISCUSSION
Your personalized learning continues to move forward on several parallel tracks:

Week 5: You will present your customized case to your living group and participate in a facilitated discussion led by an HBS faculty member.

Week 6: With guidance and feedback from your personal HBS Executive Coach, you will take part in a full-day executive presence workshop designed to improve your confidence, image, and performance as a leader.

Week 7: You will harness your leadership strengths to achieve your company’s strategic goals, and prepare to transition back to your frontline leadership position.

Empowered with a deeper understanding of your role as a general manager and your organization’s cross-functional structure, you will return to campus ready to tackle new challenges, expand your knowledge and skills, and refine your personal action plan. Through an examination of leadership in action, Module 4 serves as the capstone of GMP. During this module, you will learn how to lead in turbulent and uncertain environments, drive fundamental change across the organization, and achieve outstanding results for your company. Special sessions with HBS thought leaders and industry guest speakers will offer insights into securing a strategic edge in today’s competitive marketplace. As you analyze ethical, motivational, and performance challenges, you will develop the skills to capitalize on evolving technology and globalization. In Module 4, you will apply your newfound knowledge and self-awareness as you finalize your personal action plan and develop a detailed implementation plan.
Upon completing GMP, you will become a lifetime member of the HBS alumni community—an elite group of global executives who span functions, industries, and countries. You will begin the process of lifelong learning, with exclusive access to a wide array of resources, including:

- **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*.

- **HBS Executive Education Open-Enrollment Programs** – Enjoy a 30-percent discount on our open-enrollment offerings.

- **A Lifelong HBS Email Forwarding Address** – Your LEFA helps you stay connected to HBS and fellow alumni for the rest of your life.

- **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.

- **Harvard ManageMentor®** – Access a self-directed learning resource, including 44 modules that address critical management issues and empower you to build, broaden, and refresh your leadership skills.
# Distance Learning

GMP is designed to let you step back from day-to-day responsibilities, reassess your leadership skills, and improve your value and contributions to the company. The combination of on-campus and distance-learning modules delivers a broader understanding of core business functions and a more cross-disciplinary approach to identifying problems and formulating solutions.

<table>
<thead>
<tr>
<th>Module 1: After completing the admissions process, you will receive a set of online, print, and audio materials. These tools provide a solid foundation in financial management, strategy formulation, and accounting, while introducing you to the HBS learning environment. The goal is to ensure that you arrive on campus ready to learn. Depending on your background and your knowledge of these topics, the skill-building effort in Module 1 should require 12 to 15 hours of self-directed work per week for the weeks leading up to Module 2.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 3: Back at your company, you will continue to develop your skills through the proprietary HBS website, which features HBS alumni in general management positions who provide insights into the transition from senior executive to exceptional general manager. You will also complete your Emotional Intelligence Survey and take part in two highly personalized exercises—the personal strategy statement and the customized case—which you will share with your boss and team before beginning Module 4.</td>
</tr>
</tbody>
</table>
Participant Profiles

Q. In what ways did the case studies change your perspective on leadership?
People who come to GMP are at a point in their lives and careers where they’re ready to take that next step in defining their leadership. Knowing more is great, but knowing how to think about an issue, ask questions, and respond to challenges—that’s what’s really required of business leaders. To add more value to my company, I needed to understand how to pull back, look at a challenge, ask the right questions, and really think about it in a productive way. GMP delivered that.

Q. How would you sum up the program’s value?
It’s all about the fit. I walked away with a greater sense of where I fit in terms of my company, my team, and my network. Now I have a better understanding of the skills I bring to the table, what I enjoy doing, and the value that has to the people around me and to my company. I also have better ways of thinking about where my company fits in its competitive landscape, in the sector, and in the United States and global economies, and about the environmental factors that might affect us moving forward.

Programs like GMP are so valuable because sometimes you just need a catalyst. Having the chance to be challenged in this way is an experience that is unique to this educational environment. It really forces you to think about why you view an issue a certain way and why you believe something to be true. In the process of doing that, you might realize that maybe you’re not so right and perhaps there’s a different way of looking at the problem. Through that experience, you can find an opportunity to grow—and help your company grow—by addressing opportunities challenges in a more effective way.

Q. Why was the group’s diversity important?
Learning how to communicate more effectively in the very intense setting of a globally diverse living group certainly has helped me to communicate more effectively at work. During GMP, we gained a much better understanding of cultural differences. Not only did we challenge each other by saying, “Tell me why you think that, because I disagree,” but we also started to understand how people experience one another and how miscommunication can easily occur.

In day-to-day work, you get used to the folks around you, so you may not be as likely to pick up on how they’re receiving what you’re trying to communicate. I sit at the management table at my company with people who share some similarities, but that doesn’t mean we come at things from the same angle. At GMP, the diversity forced us to think carefully about that. I became more aware of how others perceive me, how I affect them, and where there might be an unintentional disconnect.

Q. What is it like to be on the HBS campus?
Sometimes I felt as if my head would explode from absorbing all that knowledge and trying to make sense of it. My notebooks are filled with frantically written notes in boxes with exclamation marks. For many of the topics I would think, “I wish we could spend a whole week just on that.”

Everything on campus is amazingly well organized. You are in a bubble, shielded from the everyday hustle and bustle, issues, and complaints. You study and work hard, but you have the ability to focus. It is intense, but in a way, it’s very relaxing.

GMP has a significant social component. It’s important to get to know other participants, socialize with them, and build relationships and networks. So you’re never really “off” when you’re on campus at GMP. You wake up in the morning and just sprint. And at some point you come back to your room and crash. The next morning, you do it all over again. But it’s great. Looking back, I would not have missed it for the world.

Shannon Houston
VICE PRESIDENT, DIRECTOR OF INVESTOR RELATIONS
FIRST REPUBLIC BANK, U.S.

Giovanni Everduin
CHIEF PEOPLE OFFICER,
TANFEETH, UNITED ARAB EMIRATES

Q. How has GMP changed your view of leadership?
GMP broadened my view of what leadership is and gave me a bigger toolkit. It taught me that there’s no such thing as a one-size-fits-all approach to leadership. Many different kinds of leaders can be successful. It also inspired me with a renewed sense of purpose.

During the program, you have the opportunity to test and validate some aspects of your leadership style and to discover things about yourself you might not have known. The learning is structured in a way that encourages you to reflect on your own effectiveness in relation to a group and to individuals.
Personalized Learning Opportunities

Each person comes to GMP with a unique set of challenges and opportunities—as an individual and as part of a company leadership team. GMP offers several personalized program components and specialized resources designed to maximize the program’s impact on you and your organization. These include:

**PROFESSIONAL DEVELOPMENT**
- **Explore what defines authentic leadership**, how authentic leaders create value, and how to develop your personal leadership core
- **Take part in special sessions** with HBS thought leaders and some of the world’s most inspiring business leaders, who share how they overcame critical industry challenges
- **Engage with your personal HBS Executive Coach** via your living group, one-on-one sessions, the Cultural Intelligence Assessment, Emotional Intelligence Survey and 360-degree feedback tool, and a special “acceleration day”
- **Work one-on-one with your professional HBS Executive Coach** to develop a personal strategy statement that outlines a comprehensive solution to a fundamental challenge in your organization

**PERSONAL DEVELOPMENT**
- **Fitness and wellness offerings** – take advantage of the extensive recreational facilities and fitness center at Shad Hall, as well as personal trainers, nutritionists, and a Personal Wellness Series on how to manage stress and practice mindfulness
- **Cultural and historic hub** – enjoy easy access to the Cambridge-Boston area, one of the world’s most historic and culturally enriching regions. You’ll discover a rich array of arts, music, sports, dining, shopping, and recreational activities that are easily accessible from the HBS campus

“

“The program has given me a certain kind of awareness and also equanimity in the face of challenges—gravitas beyond my age.”

---

**Flávio Valle**

EXECUTIVE VICE PRESIDENT, PRUMO GLOBAL LOGISTICS, BRAZIL

---

**Connect With Us**

For more information, please contact our Client Services team at:
Executive Education Programs
Harvard Business School
Soldiers Field
Boston, Massachusetts 02163-9986 U.S.

Email: executive_education@hbs.edu
Telephone: 1-800-427-5577
(Outside the U.S., call +1-617-495-6555)
Fax: +1-617-495-6999

Connect with us via LinkedIn, Facebook, Instagram, YouTube, and Twitter: www.exed.hbs.edu/connect/
## Which Program Is Right for You?

### OPM

**CURRICULUM HIGHLIGHTS**
- 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

### AMP

**CURRICULUM HIGHLIGHTS**
- 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

### GMP

**CURRICULUM HIGHLIGHTS**
- 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

### PLD

**CURRICULUM HIGHLIGHTS**
- 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

## WHO IT’S FOR

### OPM
- 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 in the firm

### AMP
- Senior executives who are one or two levels from the CEO
- Possess at least 20 to 25 years of work experience, including significant time as a senior executive or company officer
- From organizations with annual revenues in excess of $250 million
- Identified as central to the company’s succession plan

### GMP
- 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
- Experienced functional leaders who seek a broader perspective
- Executives who will soon become business-unit, divisional, or regional leaders

### PLD
- Specialists and star contributors
- Possess at least 10 to 15 years of work experience
- Identified as outstanding prospects for increased leadership responsibilities
- Ideal candidates include vice presidents, directors, project managers, and functional managers

## HOW IT WORKS

### OPM
- 3 on-campus units held over 24 months (each unit is 3 weeks in duration)

### AMP
- 7 continuous and intensive weeks on campus

### GMP
- 4 modules over four months, consisting of 2 distance-learning modules (12 to 15 hours weekly) and 2 on-campus modules (each 3 to 4 weeks in duration)

### PLD
- 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

### OPM
- After completing the program, participants will become alumni of Harvard Business School

### AMP
- After completing the program, participants will become alumni of Harvard Business School

### GMP
- After completing the program, participants will become alumni of Harvard Business School

### 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

In accordance with Harvard University policy, Harvard Business School does not discriminate against any person on the basis of race, color, sex or sexual orientation, gender identity, religion, age, national or ethnic origin, political beliefs, veteran status, or disability in admission to, access to, treatment in, or employment in its programs and activities. The following person has been designated to handle inquiries regarding the nondiscrimination policies: Ms. Nancy DellaRocco, Harvard Business School, Soldiers Field, Boston, MA 02163-9986 U.S. Programs, dates, fees, and faculty are subject to change. ©2017 President and Fellows of Harvard College.