## PERSONAL LEADERSHIP PROGRAMS

**www.exed.hbs.edu**

<table>
<thead>
<tr>
<th>ASCENDING THE PEAK: FINDING THE LEADER WITHIN—VIRTUAL</th>
<th>AUTHENTIC LEADER DEVELOPMENT</th>
<th>DEVELOPING YOURSELF AS A LEADER—VIRTUAL</th>
<th>HIGH POTENTIALS LEADERSHIP PROGRAM</th>
<th>LEADERSHIP FOR SENIOR EXECUTIVES</th>
<th>LEADING GLOBAL BUSINESSES</th>
<th>THE WOMEN’S LEADERSHIP FORUM</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FORMAT</strong></td>
<td>Virtual</td>
<td>In-Person</td>
<td>Virtual</td>
<td>In-Person and Virtual</td>
<td>In-Person and Virtual</td>
<td>In-Person</td>
</tr>
<tr>
<td><strong>WHAT YOU WILL LEARN</strong></td>
<td>Position yourself to lead with courage and conviction through challenging times while preparing the next phase of your career with greater purpose and determination.</td>
<td>Expand your self-awareness and emotional intelligence through a profoundly personal exploration. Discover, analyze, and strengthen the unique characteristics that enable you to lead with authenticity, purpose, passion, and confidence—and inspire others to do their best work.</td>
<td>Formulate your leadership skills to build influence and impact across your organization. Craft a strategic approach to your trajectory, grounded in your strengths, experiences, and aspirations.</td>
<td>Position yourself to embrace the risks and opportunities that accompany more challenging leadership roles. Learn how to build more productive teams, champion change, lead in a crisis, create a high-performance culture, and stay on the fast track throughout your career.</td>
<td>Sharpen your “contextual intelligence” and gain insight into the macro- and micro-level forces influencing your organization’s success. Become better able to manage uncertainty as you motivate a diverse workforce, lead breakthrough innovation, and fulfill your organization’s mission and vision.</td>
<td>Exchange insights with an exceptional group of accomplished businesswomen as you take your management and leadership skills to the next level. Empower yourself with a realistic agenda for change in your company—and in your own approach to leadership.</td>
</tr>
<tr>
<td><strong>KEY BENEFITS</strong></td>
<td>• Enhance your own resilience, courage, and self-discipline</td>
<td>• Recognize and address your blind spots as a leader</td>
<td>• Build self-awareness around your leadership profile and trajectory</td>
<td>• Balance your personal leadership style with the demands of the organization without compromising your principles</td>
<td>• Understand the five roles of leaders: beacon, coach, innovator, change agent, and architect</td>
<td>• Negotiate skillfully inside and outside your company</td>
</tr>
<tr>
<td></td>
<td>• Develop a personal leadership plan that will strengthen the way you lead</td>
<td>• Lead with integrity through difficult and pressure-filled challenges</td>
<td>• Design a development path that nurtures relevant skill sets and channels your passions</td>
<td>• Adjust your leadership approach as responsibilities grow and change</td>
<td>• Adapt strategies and operations to the rapidly evolving global business context</td>
<td>• Address personal leadership blind spots and develop leadership qualities in others</td>
</tr>
<tr>
<td></td>
<td>• Increase your ability to work effectively with others in pursuit of your organization’s mission</td>
<td>• Become an empowering leader who fosters effective teamwork</td>
<td>• Learn how to bridge differences and collaborate more effectively across your organization</td>
<td>• Build high-performance teams that are more than the sum of their parts</td>
<td>• Create an environment and a leadership style that bring out the best in your team</td>
<td>• Make decisions with greater confidence and improve decision-making throughout the organization</td>
</tr>
<tr>
<td><strong>WHO SHOULD ATTEND</strong></td>
<td>Mid-career professionals seeking to hone their leadership style and turn organizational challenges into opportunities for positive change</td>
<td>Senior executives who want to enhance their personal leadership ability and prepare to take on greater leadership responsibilities</td>
<td>Emerging leaders seeking techniques to manage leadership trajectory with 5-15 years of experience in roles of increasing responsibility</td>
<td>High-impact, top-performing individuals at many levels—from vice presidents to program managers and team leaders—with 10-20 years of experience in roles of increasing responsibility</td>
<td>Senior executives and executive team members with significant management responsibilities and at least 20 years of experience</td>
<td>Women in senior leadership positions in public and private companies and nonprofit organizations</td>
</tr>
</tbody>
</table>

*While the program is designed for women executives, the program is open to all executives who otherwise fulfill the admissions criteria.*
# ORGANIZATIONAL LEADERSHIP PROGRAMS

**www.exed.hbs.edu**

## THE HR-EXECUTIVE SUITE CONNECTION

<table>
<thead>
<tr>
<th>FORMAT</th>
<th>In-Person and Virtual</th>
<th>In-Person</th>
<th>In-Person</th>
<th>In-Person and Virtual</th>
<th>In-Person and Virtual</th>
</tr>
</thead>
</table>

### WHAT YOU WILL LEARN

- Prepare to engage fully in strategic senior leadership discussions as your organization’s top resource for human capital strategy. Acquire new insight into the challenges that occupy C-suite executives and how you can expand your contribution to business success.

### KEY BENEFITS

- Apply your human capital insights to discussions about strategic opportunities, differentiated capabilities, and competitive threats
- Find new ways to compete for and leverage the best talent
- Collaborate and communicate more effectively with the members of your senior leadership team
- Anticipate, diagnose, and mitigate diverse problems that arise in a growing organization

### WHO SHOULD ATTEND

- Current or emerging human resources leaders from midsize to large companies

## LEADING AN AGILE WORKFORCE TRANSFORMATION

<table>
<thead>
<tr>
<th>FORMAT</th>
<th>In-Person</th>
<th>In-Person</th>
<th>In-Person</th>
<th>In-Person and Virtual</th>
<th>In-Person and Virtual</th>
</tr>
</thead>
</table>

### WHAT YOU WILL LEARN

- Analyze how technological and demographic trends are affecting work, the global workforce—and your business. Make the right moves today to develop and sustain the modern, agile workforce your organization needs to achieve strategic objectives and build competitive advantage.

### KEY BENEFITS

- Learn how to leverage new technologies such as automation and artificial intelligence
- Manage the complex relationships among technological change, job design, skill development, and organization structure
- Utilize permanent and contingent workforces, partnerships, collaboration, training, and other means to acquire the skills you need at all levels
- Build and sustain your organization’s talent base

### WHO SHOULD ATTEND

- Senior leaders in diverse roles concerned with business strategy, human capital strategy, and workforce development for established companies with large talent pools

## LEADING AND BUILDING A CULTURE OF INNOVATION

<table>
<thead>
<tr>
<th>FORMAT</th>
<th>In-Person</th>
<th>In-Person</th>
<th>In-Person</th>
<th>In-Person and Virtual</th>
<th>In-Person and Virtual</th>
</tr>
</thead>
</table>

### WHAT YOU WILL LEARN

- In this lab-style program, explore the social processes that enable and inspire continual company-wide innovation. Build a key leadership capability by learning how to lead creative, productive teams and how to empower others to collaborate and innovate each day.

### KEY BENEFITS

- Create a supportive environment that enables people to take risks, experiment, and learn from their failures
- Model and encourage behaviors that drive creative thinking and collaboration
- Create a culture that promotes both incremental and breakthrough change
- Work with peers and upper management to facilitate cultural change and realize the potential of pioneering ideas

### WHO SHOULD ATTEND

- Heads of companies, business units, divisions, or other large-scale organizations with a focus in R&D, corporate strategy, finance, legal, human resources, marketing, manufacturing, customer service, and sales

## LEADING CHANGE AND ORGANIZATIONAL RENEWAL

<table>
<thead>
<tr>
<th>FORMAT</th>
<th>In-Person</th>
<th>In-Person</th>
<th>In-Person</th>
<th>In-Person and Virtual</th>
<th>In-Person and Virtual</th>
</tr>
</thead>
</table>

### WHAT YOU WILL LEARN

- Eliminate obstacles and become an effective agent of corporate change and renewal. Delve into the challenges of leading and managing change as you learn how to create a nimble organization that balances innovation with performance.

### KEY BENEFITS

- Anticipate, evaluate, and proactively respond to external shifts
- Analyze disruptive technologies as both threats and opportunities
- Recognize how leadership styles and senior team characteristics affect change
- Diagnose organizational problems that hinder innovation
- Build a shared vision of success around change initiatives

### WHO SHOULD ATTEND

- Senior executives in companies of all sizes and stages—from current market leaders to fast-growing midsize firms to dynamic emerging companies

## LEADING PROFESSIONAL SERVICE FIRMS

<table>
<thead>
<tr>
<th>FORMAT</th>
<th>In-Person</th>
<th>In-Person</th>
<th>In-Person</th>
<th>In-Person and Virtual</th>
<th>In-Person and Virtual</th>
</tr>
</thead>
</table>

### WHAT YOU WILL LEARN

- Establish market advantage and a sound bottom line by creating and communicating a strong vision and strategy, delivering outstanding client service, motivating staff, and building a flexible corporate culture that can exploit disruptive innovation and respond effectively to market trends.

### KEY BENEFITS

- Differentiate your firm and offerings in the context of new competitors and changing markets
- Sharpen core competencies to deliver maximum value to clients
- Attract, develop, and retain talented professionals
- Tailor governance, decision-making, and performance management approaches to your firm’s strategy

### WHO SHOULD ATTEND

- Leaders who define and execute strategy for organizations that provide services in fields such as accounting, architecture, engineering, marketing, venture capital, investment banking, technical systems integration, law, health care, and education