## ORGANIZATIONAL LEADERSHIP PROGRAMS

**www.exed.hbs.edu**

### THE HR-EXECUTIVE SUITE CONNECTION

#### 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 AND BUILDING A CULTURE OF INNOVATION

#### 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

### LEADING CHANGE AND ORGANIZATIONAL RENEWAL

#### 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

### LEADING PROFESSIONAL SERVICE FIRMS

#### 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

### MANAGING TURBULENCE

#### WHAT YOU WILL LEARN

Become a strategic thinker who creates the conditions for their organization to thrive. Immersed in three intensive modules—two in person and one virtual—you will focus on strategy development, strategy execution, and leadership while building the skills and vision to adapt quickly to changing economic conditions.

#### KEY BENEFITS

- Understand the building blocks of organizational transformation
- Apply value-based thinking to deepen competitive advantage
- Build a powerful coalition of high-performing individuals and teams
- Find opportunity, strength, and purpose during challenging times
- Understanding how to disrupt a “winner-take-all” market
- Attract, train, develop, and retain high-talent employees

#### WHO SHOULD ATTEND

Senior vice presidents and senior executives one to two levels from the C-suite at well-established organizations and startups of any size in any industry.

- Future-focused executives who are responsible for implementing strategic change in their organization.
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<thead>
<tr>
<th>WHAT YOU WILL LEARN</th>
<th>AUTHENTIC LEADER DEVELOPMENT</th>
<th>DEVELOPING YOURSELF AS A LEADER—VIRTUAL</th>
<th>HIGH POTENTIALS LEADERSHIP PROGRAM</th>
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<tbody>
<tr>
<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>
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<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>
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<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>
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<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>
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<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>
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## Leadership for Senior Executives

**What You Will Learn**

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.

**Key Benefits**

- Understand the five roles of leaders: beacon, coach, innovator, change agent, and architect
- Create an environment and a leadership style that bring out the best in your team
- Lead organizational change
- Adapt strategies and operations to the rapidly evolving global business context
- Integrate global and local strengths while improving collaboration across cultures
- Lead with self-awareness, cultural sensitivity, and empathy
- Negotiate skillfully inside and outside your company
- Address personal leadership blind spots and develop leadership qualities in others
- Make decisions with greater confidence and improve decision-making throughout the organization
- Develop a personal leadership style that works for you and your organization
- Create and nurture formal and informal developmental relationships
- Understanding how leadership style impacts team culture, capability, execution, and innovation
- Inspire others and foster their development and impact

**Who Should Attend**

Senior executives and executive team members with significant management responsibilities and at least 20 years of experience

Executives such as CEOs, presidents, CFOs, and corporate staff officers leading global businesses

Women in senior leadership positions in public and private companies and nonprofit organizations*

Women of color with 7–20 years of professional experience who are being considered for roles of increasing responsibility*

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*While these programs are designed for women executives, and will be most beneficial to those who identify as such, they are open to all executives who otherwise fulfill the admissions criteria.