<table>
<thead>
<tr>
<th>AUTHENTIC LEADER DEVELOPMENT</th>
<th>HIGH POTENTIALS LEADERSHIP PROGRAM</th>
<th>LEADERSHIP FOR SENIOR EXECUTIVES</th>
<th>LEADING AND BUILDING A CULTURE OF INNOVATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>WHAT YOU WILL LEARN</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>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.</td>
</tr>
</tbody>
</table>
| KEY BENEFITS                  | • Grow more confident in your own capabilities  
• Recognize and address your blind spots as a leader  
• Learn more from feedback and the challenges you encounter daily  
• Lead with integrity through difficult and pressure-filled challenges  
• Become an empowering leader who fosters effective teamwork  
• Help individuals at all levels of the organization realize their leadership potential | • 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  
• Make better strategic decisions through greater awareness of the competitive landscape  
• Become more versatile and build a more agile organization  
• Identify factors standing in the way of innovation | • 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  
• Unleash the collective genius of your colleagues  
• 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             | Senior executives who want to enhance their personal leadership ability and prepare to take on greater leadership responsibilities | 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 | Senior executives and executive team members with significant management responsibilities and at least 20 years of experience. |
|                               |                                                                 |                                                | • Heads of companies, business units, divisions, or other large-scale organizations  
• Executives with cross-functional responsibilities  
• Leaders of R&D, corporate strategy, finance, legal, human resources, marketing, manufacturing, customer service, and sales |
<table>
<thead>
<tr>
<th>LEADING CHANGE AND ORGANIZATIONAL RENEWAL</th>
<th>LEADING GLOBAL BUSINESSES</th>
<th>MANAGING TURBULENCE</th>
</tr>
</thead>
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<tr>
<td><strong>WHAT YOU WILL LEARN</strong></td>
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<tr>
<td>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.</td>
<td>Expand your global intelligence in diverse realms including strategy, customer-centric marketing, and the operation of global organizations and teams. In parallel, engage in a powerful exploration that builds your self-awareness, emotional intelligence, and personal effectiveness as a leader.</td>
<td>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.</td>
</tr>
<tr>
<td><strong>KEY BENEFITS</strong></td>
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<tr>
<td>• Anticipate, evaluate, and proactively respond to external shifts</td>
<td>• Adapt strategies and operations to the rapidly evolving global business context</td>
<td>• Understand the building blocks of organizational transformation</td>
</tr>
<tr>
<td>• Analyze disruptive technologies as both threats and opportunities</td>
<td>• Integrate global and local strengths while improving collaboration across cultures</td>
<td>• Apply value-based thinking to deepen competitive advantage</td>
</tr>
<tr>
<td>• Recognize how leadership styles and senior team characteristics affect change</td>
<td>• Create competitive advantage by integrating the best of your organization’s global capabilities</td>
<td>• Build a powerful coalition of high-performing individuals and teams</td>
</tr>
<tr>
<td>• Diagnose organizational problems that hinder innovation</td>
<td>• Lead with self-awareness, cultural sensitivity, and empathy</td>
<td>• Find opportunity, strength, and purpose during challenging times</td>
</tr>
<tr>
<td>• Build a shared vision of success around change initiatives</td>
<td>• Develop a global leadership team that reflects the diversity of its customers</td>
<td>• Understanding how to disrupt a “winner-take-all” market</td>
</tr>
<tr>
<td>• Develop more effective change strategies and make better decisions about change initiatives</td>
<td>• Align people around your company’s mission and values</td>
<td>• Attract, train, develop, and retain high-talent employees</td>
</tr>
<tr>
<td><strong>WHO SHOULD ATTEND</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Senior executives in companies of all sizes and stages—from current market leaders to fast-growing midsize firms to dynamic emerging companies</td>
<td>• Executives such as CEOs, presidents, CFOs, and corporate staff officers leading global businesses</td>
<td>• 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.</td>
</tr>
<tr>
<td><em>Recommended:</em> Senior management teams of four to eight individuals</td>
<td>• Executives running global product or marketing groups</td>
<td>• Future-focused executives who are responsible for implementing strategic change in their organization.</td>
</tr>
</tbody>
</table>
## Certificate of Management Excellence: Negotiation and Innovation Program Options

**www.exed.hbs.edu**

### Behavioral Economics: Understanding and Shaping Customer and Employee Behavior

**What You Will Learn**
- Gain fundamental insight into how people think and make decisions—and how subtle yet powerful changes to the decision-making environment can influence outcomes. Learn how to promote customer and employee behavior that aligns with business goals and drives success.

**Key Benefits**
- Design products and services that create more value for customers
- Boost employee motivation and idea generation
- Understand decision science, including psychological biases and the impact of group dynamics
- Sharpen your analytical and decision-making skills
- Improve problem solving and decision-making across the organization

**Who Should Attend**
- Executives with 10+ years of experience who lead product development, human resources, marketing, advertising, business development, or sales
- Individuals responsible for product design, product management, or risk management

### Changing the Game: Negotiation and Competitive Decision-Making

**What You Will Learn**
- Develop your skills as a negotiator and decision-maker by engaging in hands-on exercises and simulations—then assessing the actions that produced different outcomes. Become someone your organization can trust with critical partner, vendor, client, investor, and other important negotiations.

**Key Benefits**
- Develop the psychological insights and practical skills you need to be more effective at the negotiating table
- Close deals that create more value for all parties—along with optimal results for your side
- Build more effective relationships with all parties
- Audit and enhance your own and others’ decision-making and skills
- Predict the outcome of strategic interactions

**Who Should Attend**
- Executives who engage in activities such as:
  - Sales and business development
  - Strategic alliances and business partnerships
  - Dispute resolution and consensus building
  - Procurement and purchasing
  - Finance
  - Consulting

### Disruptive Innovation: Strategies for a Successful Enterprise

**What You Will Learn**
- Examine disruption and strategic decision-making through Clay Christensen’s transformative theory. Learn how disruption really works, so you can spot potential threats and opportunities sooner, make the right strategic moves faster, and position your organization for long-term success through effective innovation.

**Key Benefits**
- Sharpen your strategic mindset, skillset, and toolkit, making better decisions through strategic analysis and predictive frameworks
- Analyze how the structure of an industry may change over time
- Determine when to invest in core versus disruptive business models
- Strengthen differentiation and improve margins
- Avert problems that can lead companies into decline

**Who Should Attend**
- Senior executives, general managers, or business owners who are responsible for setting strategic direction for their organizations.

### Leading Product Innovation

**What You Will Learn**
- Explore the prototyping and experimentation practices of the world’s top product developers and discover the advantages of innovation-focused strategies. Dive into the latest innovation tools, business models, and positioning strategies as you learn how to sustain competitive advantage and growth through innovation.

**Key Benefits**
- Align product plans with your firm’s strategy
- Improve your company’s overall product positioning
- Bring new products to market faster and more efficiently
- Reevaluate your product portfolio as market conditions evolve—and make better decisions about which projects to pursue
- View each new project as a way to develop new capabilities
- Bring your customers into the innovation process

**Who Should Attend**
- VPs, directors, and other senior managers with project responsibility for developing new products and services—typically from research and product development, engineering, product management, marketing, operations, finance, or strategy

### Strategic Negotiations: Dealmaking for the Long Term

**What You Will Learn**
- Prepare for greater success in complex, high-stakes deals. Through simulations and insights from the world’s best dealmakers, build your skill in the three dimensions of negotiation: maximizing effectiveness at the table, engineering deals, and designing negotiation processes.

**Key Benefits**
- Implement an effective strategic planning process for any negotiation
- Bring together the right players, address key issues, and develop the best process for each deal
- Address multiple parties and agendas, multiple cultures, and evolving timeframes
- Build productive, long-lasting business relationships
- Approach every negotiation with greater skill and confidence

**Who Should Attend**
- Senior executives who face complex and challenging negotiations, especially those who are:
  - Realigning corporate strategy
  - Undertaking a sizable deal
  - Settling a major dispute
  - Juggling multiple constituencies
# Certificate of Management Excellence: Strategy Program Options

**www.exed.hbs.edu**

## Aligning Strategy and Sales

**What You Will Learn**

Examine the connections between business strategy and sales processes and develop a strategic sales approach optimized for your business. Build a high-impact sales team and processes that deliver results and improve return on investment.

**Key Benefits**

- Ensure that sales recruitment, development, compensation, and performance management systems support corporate strategy
- Define target customers and the best methods for reaching them
- Develop account management and segment management strategies based on customer profitability
- Build and nurture the best sales talent and go-to-market approach for each product or segment
- Coordinate sales activities across different sales groups and throughout the enterprise

**Who Should Attend**

- Executive decision makers—including general managers and heads of business functions—involved in defining, communicating, hiring, managing, budgeting for, and measuring a company’s go-to-market strategy and sales efforts
- 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.

## 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 who play a key role in formulating and executing strategy, including:
  - CEOs, CFOs, and COOs
  - Strategy officers
  - Heads of business units, divisions, regions, or functions

## Reimagining Strategy: Applying Design Thinking to Your Organization

**What You Will Learn**

Rethink and revitalize your strategy and organizational performance through a powerful new lens: design thinking, which places customer needs at the center of a product, service, process, or business model. Spark breakthrough innovation—and boost your company’s competitive advantage.

**Key Benefits**

- Consider the needs of end users in every strategic decision
- Practice systematic inventive thinking to overcome immobility
- Create models and deploy rapid prototyping to address complex problems
- Tolerate risk and failure to boost creative thinking—and promote learning
- Foster a culture of creative critique and openness to change
- Develop design-thinking practices core to your strategic approach

**Who Should Attend**

- C-suite leaders and other senior executives
- Senior executives responsible for developing and implementing competitive strategy for a company or business unit, including:
  - CEOs, COOs, and heads of a division or unit
  - CFOs
  - Strategy or innovation officers

## Strategy: Building and Sustaining Competitive Advantage

**What You Will Learn**

Dive into the business strategy development and execution process—from competitive positioning, competitor analyses, and strategic agility to corporate strategy, sustainability, innovation, and implementation. Develop the analytical skills and leadership vision to forecast industry trends and outmaneuver the competition.

**Key Benefits**

- Understand sources of advantage in your industry and geography
- Distinguish between short-run gains and lasting competitive advantage
- Adapt your strategy to global market shifts
- Analyze strategic tradeoffs as you identify the resources and organizational changes needed to execute your strategy
- Transform a single business into a multibusinss company
- Execute and coordinate strategy across multiple lines of business and global markets

**Who Should Attend**

- Senior executives involved in service design and delivery for B2B or B2C service or product companies, including:
  - Leaders of customer service teams
  - Executives in marketing, inside sales, data analysis, or operations

## Transforming Customer Experiences

**What You Will Learn**

Develop customer service as a strategic differentiator for your organization as you create the service models, capabilities, offerings, and high-quality delivery that support strategic goals. Build an exceptional service culture that supports employees, delights customers, and drives organizational performance.

**Key Benefits**

- Develop a customer experience strategy and a sustainable service model
- Gain a deeper understanding of how to serve your customer base
- Respond nimbly to market shifts and emerging competition
- Create an environment that enables employees and customers to thrive
- Address gaps in service execution
- Leverage technology to create and enhance service offerings and improve delivery

**Who Should Attend**

- Executives in marketing, inside sales, data analysis, or operations
- Business leaders and organizations in B2B or B2C service or product companies

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