### AUTHENTIC LEADER DEVELOPMENT

**WHAT YOU WILL LEARN**
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.

**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

**WHO SHOULD ATTEND**
Senior executives who want to enhance their personal leadership ability and prepare to take on greater leadership responsibilities

### HIGH POTENTIALS LEADERSHIP PROGRAM

**WHAT YOU WILL LEARN**
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.

**KEY BENEFITS**
- Balance your personal leadership style with the demands of the organization without compromising your principles
- Adjust your leadership approach as responsibilities grow and change
- Build high-performance teams that are more than the sum of their parts
- Receive feedback with an open mind—deliver feedback with tact
- Develop relationships that help you achieve personal and professional goals

**WHO SHOULD ATTEND**
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

### 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
- Develop more effective change strategies and make better decisions about 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

*Recommended: Senior management teams of four to eight individuals*
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<td><strong>WHAT YOU WILL LEARN</strong></td>
<td>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.</td>
<td>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.</td>
<td>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.</td>
<td>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.</td>
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| **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 | • 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 | • 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  | • 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** | 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 | 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 | Senior executives, general managers, or business owners who are responsible for setting strategic direction for their organizations.  
• 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  | 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 |

[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
- C-suite leaders and other 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

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 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

## Strategic IQ: Creating Smarter Corporations

Create a smarter, more nimble, and profitable organization that can easily adapt to new realities and thrive in a rapidly changing and highly competitive landscape. Avoid the fate of companies that rigidly adhere to inflexible strategies and structures.

### Key Benefits
- Identify what’s holding your company back and set priorities for improvement
- Overcome underlying sources of strategic, structural, and human inertia
- Learn from mistakes, continue to evolve, and pull ahead of the competition
- Design and implement structures that readily respond to new circumstances
- Attract, develop, and retain people who will help your firm thrive in the midst of change

### Who Should Attend
- Senior executives who significantly influence their firm’s strategic direction, organizational design, or human-capital development
  - CEOs, COOs, group vice presidents, strategy officers, and heads of human resources
- 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

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 multibusiness company
- Execute and coordinate strategy throughout the enterprise

### Who Should Attend
- Executives in marketing, inside sales, data analysis, or operations
- Leaders of customer service teams
- Executives in marketing, inside sales, data analysis, or operations

## Transforming Customer Experiences

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 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