## 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

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## 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

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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
- 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

**WHO SHOULD ATTEND**

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

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## 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
- 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

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**WHO SHOULD ATTEND**

- 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
### 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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### LEADING GLOBAL BUSINESSES

**WHAT YOU WILL LEARN**

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.

**KEY BENEFITS**

- Adapt strategies and operations to the rapidly evolving global business context
- Integrate global and local strengths while improving collaboration across cultures
- Create competitive advantage by integrating the best of your organization’s global capabilities
- Lead with self-awareness, cultural sensitivity, and empathy
- Develop a global leadership team that reflects the diversity of its customers
- Align people around your company’s mission and values

**WHO SHOULD ATTEND**

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

- Executives running global product or marketing groups
- Region or country heads preparing for greater global responsibilities

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### 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.
### 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.

### Managing Innovation

**What You Will Learn**
- Explore the prototyping and experimentation practices of the world’s top companies 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 innovation plans with your firm’s strategy
- Improve your company’s overall positioning
- Bring new products and services to market faster and more efficiently
- Reevaluate your 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
<table>
<thead>
<tr>
<th>WHAT YOU WILL LEARN</th>
<th>MANAGING TURBULENCE</th>
<th>REIMAGINING STRATEGY: APPLYING DESIGN THINKING TO YOUR ORGANIZATION</th>
<th>STRATEGY: BUILDING AND SUSTAINING COMPETITIVE ADVANTAGE</th>
<th>TRANSFORMING CUSTOMER EXPERIENCES</th>
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<tr>
<td>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.</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>
<td>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.</td>
<td>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.</td>
<td>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.</td>
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| KEY BENEFITS | • Understand the building blocks of organizational transformation  
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• 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 | • 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 | • 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 across multiple lines of business and global markets | • 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 | • 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. | • Senior executives responsible for developing and implementing competitive strategy for a company or business unit, including:  
• CEOs, COOs, and COOs  
• Strategy officers  
• Heads of business units, divisions, regions, or functions | • 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 |
|  |  | 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 |  |  |