GENERAL MANAGEMENT PROGRAM
Become a Visionary Leader

RISE TO A NEW LEVEL OF LEADERSHIP.

Playing a more strategic and senior role in corporate success requires a leadership transformation. The General Management Program (GMP) accelerates this transition by blending personalized learning on campus with practical application on the job. GMP empowers you to:

• Add more value to the business by broadening your cross-functional perspective
• Lead with greater confidence and vision as you set the strategy and align the organization
• Keep growing as a leader by building on powerful insights gained through professional coaching
• Formulate a detailed personal action plan to address your strategic and leadership challenges

IS GMP RIGHT FOR YOU?

This flagship program is designed for participants who have at least 15 to 20 years of experience, including:

• Senior executives in any role who need a broader and deeper perspective on company operations, from strategy and finance to marketing and leadership
• General managers in any industry who have overall profit and loss responsibility
• Executives whose cross-functional role is significantly expanding or who will soon become business-unit, divisional, or regional leaders

Delivering a Truly Global Experience

At Harvard Business School (HBS), you will collaborate with a stellar group of executives who span industries and countries—and engage with our world-renowned faculty, who in 2018 collectively researched and wrote over 305 case studies representing more than 55 countries.

130 ACCOMPLISHED PEERS

45 INDUSTRIES REPRESENTED

40 COUNTRIES REPRESENTED
OUR FACULTY

GMP is developed and taught by a multidisciplinary team of HBS faculty who are skilled educators, groundbreaking researchers, and award-winning authors. Through board memberships, consulting, and field-based research, they address the complex challenges facing business leaders across the globe.

Rawi E. Abdelal
BUSINESS, GOVERNMENT AND THE INTERNATIONAL ECONOMY UNIT
“In GMP, we put the leader within the firm, the firm within the industry, the industry within and across nations—and explore how these pieces cohere into a whole.”

David J. Collis
STRATEGY UNIT
“There isn’t one international strategy that’s right for every firm. The challenge is creating value by aligning choices about product offerings, geographic footprint, and organization design with your competitive advantage.”

Mihir A. Desai
FINANCE AND ENTREPRENEURIAL MANAGEMENT UNITS
“I try to make finance very clear and intuitive, and I work to show that everyone can learn the essentials.”

Linda A. Hill
ORGANIZATIONAL BEHAVIOR UNIT
“Facilitating a productive discussion is invigorating. I have to think quickly, pull together everything that was said, and identify key lessons and questions. And I always learn something myself.”

V.G. Narayanan
ACCOUNTING AND MANAGEMENT UNIT
“You will walk away from GMP with a deeper understanding of how to measure, analyze, drive, communicate, and improve individual and organizational performance.”

CHANGE YOUR LEADERSHIP GAME. MAXIMIZE YOUR CORPORATE IMPACT.

Intensive Modular Format
GMP provides a highly integrated, multidisciplinary view of strategy, leadership, and the organization—and requires just seven weeks away from the office. Between on-campus modules, you’ll engage in distance learning and apply new insights at work. This proven “learn-apply-refine” approach enables you to prepare for the challenges and opportunities ahead while moving forward in your current role.

Select Group of Global Executives
GMP provides the time and support you need to build trusting relationships with a small group of peers who understand your challenges but are not members of your organization. From the HBS classroom to your living group, you will:

- Expand your worldview by working with executives who span countries, cultures, and functions
- Consider wide-ranging perspectives during case discussions and assignments
- Contribute to small group exercises and projects as part of a team
- Give and receive confidential feedback in a safe environment

HBS Executive Coaching
Focused on accelerating individual and team growth, your professional coach will help you identify your leadership strengths and gaps through one-on-one and group coaching, 360-degree leadership and personal assessments, and customized feedback. During a special “acceleration day,” you and your professional coach will outline a customized action plan for achieving your personal goals and realizing your true leadership potential.

Hallmark HBS Case Method
Pioneered by HBS faculty, the case method dives into the complex business challenges facing senior executives of leading companies, nonprofits, and government organizations across the globe. This time-tested action learning approach immerses you in the multifaceted role of chief decision-maker.
Some leaders make things happen, some watch things happen, and some wonder what happened. We help leaders make things happen in business, in their personal lives, and in society at large.”

Sunil Gupta
Faculty Chair, GMP, Marketing Unit

Customized Case and Personal Action Plan
Over the course of GMP, you will identify a leadership challenge facing you and your organization and transform your personal strategy statement into a personal action plan and customized case. In the process, you will:

- Gain greater insight into your industry and your company's competitive position
- Improve your ability to clearly communicate an issue to peers and garner their input
- Learn how to drive change by aligning the appropriate resources and activities
- Identify and prepare for the potential roadblocks that may arise
- Build a network of GMP peer advisors who can provide diverse feedback

Powerful Lineup of Faculty and Industry Guest Speakers
HBS thought leaders share groundbreaking insights, relevant practice experience, and proven frameworks, while distinguished industry leaders reveal how they overcame critical business challenges.

Ajay Banga – President and CEO, MasterCard
Marc N. Casper – President and CEO, Thermo Fisher Scientific
Hubert Joly – Chairman and CEO, Best Buy
Ray Mabus – Former Secretary of the U.S. Navy
Leo F. Mullin – Former CEO and Chairman, Delta Airlines
Shantanu Narayen – Chairman, President, and CEO, Adobe
Harit Talwar – Head of Digital Finance, Goldman Sachs
Terry Virts – Former NASA Astronaut and Commander on the International Space Station

Site Visits
During on-site tours of successful local companies, you will gain firsthand insight into how business leaders are capitalizing on new opportunities to drive innovation and growth.

The GMP Network
Once you have completed the program, the GMP alumni website will keep you connected to your peers worldwide via webinars, renewal programs, and GMP reunions—and provide exclusive support tools and resources to foster lifelong learning.
A CAREER-CHANGING EXECUTIVE EXPERIENCE.

GMP provides a highly integrated, multidisciplinary view of strategy, leadership, and the organization. Working with the HBS faculty, a diverse group of global executives, and a professional HBS Executive Coach, you will improve your ability to:

- Identify, frame, and solve complex business challenges
- Build cooperation across disciplines and drive organizational change
- Develop winning strategies and strong teams
- Anticipate and respond to competitive threats

### Building Foundational Skills

- Strengthen core business knowledge and terminology before you arrive on campus
- Complete self-directed assignments to build a solid foundation in financial management, strategy formulation, and accounting
- Set aside 12 to 15 hours per week to complete this work during the four weeks leading up to Module 2

### Sharpening Diagnostic Skills

- Define and explore a personal path to authentic leadership that enables you to earn the trust and respect of subordinates, peers, and shareholders
- Enhance your analytical skills and expand your knowledge of financial management, human resources management, strategy formulation, accounting, marketing, operations, and negotiations
- Broaden your diagnostic abilities by studying cross-functional problems that require comprehensive, long-term action plans
- Develop your personal strategy statement for a challenge facing you and your organization

### Applying the Knowledge

- Complete various self-directed assignments and assessments and gather 360-degree feedback from your peers and boss
- Transform your personal strategy statement into a detailed personal action plan
- Develop a business case, focusing on challenges related to implementing your proposed strategy
- Share your personal strategy statement, action plan, and business case with your boss and team and gather their feedback

### Action-Oriented Leadership

- Analyze the ethical, motivational, and performance challenges associated with leadership
- Expand your ability to act as an agent of organizational change and help your business capitalize on evolving technology and globalization
- Review assessment results with your personal coach, evaluate your leadership abilities, and identify areas for improvement
- Present your customized case to your living group and finalize your personal action plan

### Lifelong Learning

Upon completing GMP, you will become a lifetime member of the global HBS alumni community. You will have exclusive access to a wealth of resources and support tools that facilitate lifelong learning, growth, and success.
LIVING AND LEARNING AT HBS.

GMP is a highly structured yet deeply personal experience that is carefully designed to facilitate your growth. Your learning will take place on your own, in your living group, and in the larger classroom, driven by the renowned HBS case method.

Diverse Living Groups

Eight bedrooms—each with a private bath and personal computer/TV—are situated suite style around a common living area. HBS carefully selects living group members who span industries, countries, and functions. This diversity of perspectives not only enriches your learning experience, but also expands your global network.

Cutting-Edge Classrooms

Our signature classrooms are designed to engage participants in a dynamic exchange with HBS faculty and senior executives who represent diverse companies across the globe.

Private Fitness and Wellness Offerings

Exercise your options at Shad Hall:
- Indoor walking/jogging track
- Basketball, racquetball, and squash courts
- Outdoor tennis courts and indoor table tennis
- Class studios
- Extensive fitness equipment
- Mindfulness workshops
- Swimming pool
- Locker rooms with whirlpool, steam, and sauna

Historic and Cultural Hub

HBS is located in the historic Boston-Cambridge area. Harvard Square is within walking distance, and you’ll find a rich array of arts, music, sports, dining, shopping, and other recreational activities easily accessible from campus.

“I learned that the process of becoming a leader never ends.”

John Scheatzle
President, NobelClad, U.S.
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