GENERAL MANAGEMENT PROGRAM
**OverView**

**Key Benefits**
This program will empower you with the leadership skills necessary to identify, frame, and solve complex business problems; build cooperation among disciplines; and drive innovation and organizational change. You will emerge better prepared to lead holistically, play a more strategic role in corporate success, and deliver a lasting impact.

**Who Should Attend**
This program is designed for senior executives with at least 15 to 20 years of experience who are looking to expand their knowledge and influence so they can make a greater impact on their organization and advance their personal goals. Leaders with profit and loss responsibility and executives whose functional role is significantly expanding are ideal candidates.

**General Management Program**

Shaping the future of outstanding leaders.

The General Management Program (GMP) prepares you to elevate beyond your functional area of expertise, and expands your leadership horizon by providing you with a multidisciplinary view of strategy, leadership, and the organization. You will strengthen and broaden your business perspective, management expertise, leadership skills, and professional network, accelerating your transition to the next level of leadership.
Insights from Past Participants
We asked recent participants to share their experiences with us to help future candidates better understand what GMP offers. We invite you to learn from their insights as you decide which program is right for you.

Visit www.exed.hbs.edu/testimonials/gmp

“People who come to GMP are at a point in their lives and careers where they’re ready to take that next step in defining their leadership.”

— SHANNON HOUSTON, VICE PRESIDENT AND DIRECTOR OF INVESTOR RELATIONS, FIRST REPUBLIC BANK, U.S.
An action-oriented learning experience.

GMP is a highly integrated program that blends personalized learning on campus with practical application on the job, maximizing your learning and return on investment.

Over the course of only four months, you will alternate between full-time learning on campus and distance learning modules that provide the opportunity to apply new insights at work. Through this proven “learn-apply-refine” approach, you can prepare for the challenges ahead while continuing in your current role.

“\textit{I know that I will have one chance to teach that particular case to this group of people—just one chance—so I put my heart and my soul into it. My hope is that by the end of the session, I’ve changed the way they think, the way they feel, and the way they act.}”

— Stefan H. Thomke
Faculty Chair, GMP
MODULE 1: DISTANCE LEARNING (4 WEEKS)

STRENGTHEN YOUR FOUNDATIONAL SKILLS.

Complete a series of self-directed exercises designed to give you a better understanding of the HBS learning environment and build solid foundational knowledge of core business concepts so you will arrive on campus ready to excel.

- Complete self-directed assignments using a mix of online, print, and audio materials
- Strengthen core business knowledge in financial management, strategy formulation, and accounting
- Gain an understanding of the HBS learning environment, common terminology, and case-based learning
- Set aside 15 to 20 hours per week to complete this work during the four weeks leading up to Module 2

“GMP is much more than a senior leadership development program—it’s a personal development program as well.”

— PAULA DAVILA MARTINEZ
HEAD OF PROCUREMENT, ADIDAS AG, GERMANY
MODULE 2: ON CAMPUS (4 WEEKS)*

BROADEN YOUR PERSPECTIVE AND ELEVATE YOUR EXPERTISE.

Assess the key tasks facing a business-unit leader, build design thinking skills, and broaden your ability to analyze functional problems that require comprehensive, long-term action plans.

- Enhance your analytical skills and expand your knowledge of accounting, financial management, innovation, leadership, marketing, operations, negotiations, and strategy formulation
- Learn to recognize and diagnose problems, quickly generate and assess options, identify and activate winning strategies
- Design transformational customer experiences, products, services, and processes
- Develop a strategy for immediately applying your knowledge to your organization and gain input from experts and peers

*I For the program beginning 03 AUG 2020, Module 2 will be held virtually. Visit the website for details: www.exed.hbs.edu/gmp

“I learned that managers need to ask the right questions to uncover the right answer.”

— DANIEL GUTWEIN
DIRECTOR OF WORLDWIDE PRODUCT MARKETING, INTEL, U.S.
GMP was mind-blowing—really life-changing. It transformed the way I see myself, other people, and the world. It does a great job at building self-confidence.”

— CORLI WITTHUHN
VICE RECTOR, RESEARCH, UNIVERSITY OF THE FREE STATE BLOEMFONTEIN, SOUTH AFRICA

MODULE 3: DISTANCE LEARNING (4 WEEKS)

PUT YOUR KNOWLEDGE INTO ACTION.

Return to your organization and apply what you’ve learned to your current leadership challenges. Complete self-directed work at your own pace, and begin to lead your organization on a more strategic level.

• 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 study that focuses on a personal business challenge
• Share your personal strategy statement, action plan, and business case with your manager and team and gather their feedback
• Set aside 15 to 20 hours per week to complete this work during the four weeks leading up to Module 4
MAXIMIZE YOUR LEADERSHIP IMPACT.

Learn how to lead in increasingly dynamic environments, drive innovation and change across the organization, and achieve outstanding and lasting results for your company. Finalize your personal action and implementation plans.

- Expand your ability to think about the macro picture and take global and industry forces into consideration when making decisions about strategic direction for your organization.
- Prepare to help your organization capitalize on technological disruption, digital transformation, strategic pricing, and other evolving trends.
- Enhance your executive presence by reviewing your assessment results with your personal coach, evaluating your leadership abilities, and identifying areas for improvement.
- Present your customized case to your living group and finalize your personal action plan.

“GMP broadened my view of what leadership is and gave me a bigger toolkit. It taught me that there’s no such thing as a one-size-fits-all approach to leadership.”

— GIOVANNI EVERDUIN
CHIEF PEOPLE OFFICER, TANFEETH, UNITED ARAB EMIRATES
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This consolidated on-campus week-at-a-glance is representative of past GMP sessions. Topics, times, and events are subject to change.
The program personalizes your learning with multiple projects designed to help you apply your knowledge to real-life strategy and leadership challenges. You will work on solving a fundamental challenge facing you and your organization.

**HBS Executive Coaching**
Our distinctive coaching method helps accelerate both individual and team growth. Through one-on-one and group coaching, your professional coach can help you realize your true leadership potential.

**360-degree Assessment**
Through a 360-degree assessment, your HBS Executive Coach will help you assess your personal leadership strengths and weaknesses and develop an action plan that you can take back to your company.

**Personal Strategy Statement, Action Plan, and Custom Business Case**
The program personalizes your learning with multiple projects designed to help you apply your knowledge to real-life strategy and leadership challenges. You will work on solving a fundamental challenge facing you and your organization.

**Hallmark HBS Case Method**
Pioneered by HBS, the case method engages you in a dynamic and collaborative process of identifying relevant issues and applying practical business solutions to your own situation and organization.

“GMP is a phenomenal, once-in-a-lifetime learning experience. The quality of the faculty is second to none.”
— Mark Koehn
Program Manager, Anadarko Petroleum, U.S.
WELCOME TO ONE OF THE WORLD’S MOST POWERFUL BUSINESS NETWORKS.

The HBS Alumni Network
Tap into a vast global community of more than 84,000 MBA and Executive Education alumni in 182 countries.

HBS Email Address
Your lifelong HBS email address helps you stay connected to HBS and fellow alumni.

HBS Alumni Clubs and Associations
Connect with members of more than 100 alumni clubs, shared interest groups, and affiliates worldwide at business, learning, social, and community service events.

“The GMP network has been a very valuable part of the experience for me. The social aspect of those connections is great, but we also learn a lot about what’s happening in each other’s industries, and we can ask each other for help too.”
— LOUISA GREGORY
CHIEF OF STAFF, COLT TECHNOLOGY SERVICES, U.K.

When you complete GMP, you will become a member of the HBS alumni network and gain exclusive access to an array of resources and tools that facilitate lifelong learning, growth, and success.

HBS Publishing Alumni Plus Program
Receive a 20% discount on regularly priced items, including HBS Press books, Harvard Business Review article reprints, and cases (subscriptions not included).

Baker Library / Bloomberg Center Services
Access a comprehensive online collection of curated business research resources, available to you from anywhere in the world. The resources have been chosen specifically for HBS alumni to support your professional development, business development, career planning, and business research.

Programs Discount
As an alumnus, you will be eligible for a 30% discount on future HBS Executive Education programs that you attend.
A LEARNING EXPERIENCE UNLIKE ANY OTHER.

Every year, executives from around the world turn to HBS Executive Education to propel their careers, ignite their passions, and reach their most ambitious goals.

Here, you will be fully immersed in a unique living-and-learning experience with other top executives from leading companies around the world.

Led by our world-renowned faculty, our global curriculum is designed to give you the knowledge and skills you need to overcome real-world business challenges and lead with greater purpose by questioning assumptions, disrupting usual ways of doing business, and introducing unexpected ways of thinking.

During the day, you'll take part in dynamic lectures, case discussions, and exercises.

In the evening, you'll continue the conversation with your fellow participants in our unique on-campus living groups, over meals, during off-campus outings, and in other social settings.

Beyond the daily interactions with professors and peers, another critical part of the HBS experience is the ability to step back from your day-to-day routine and reflect on where you've been and where you want to take your career.

It's a unique and holistic approach to professional and personal development that many of our alumni and participants have called a life-changing experience.

“What drives me is the challenge of facilitating a productive discussion. I have to think very quickly, pull together everything that is being said, and identify the key lessons and questions emerging from the discussion. I find that very invigorating, and I always leave the classroom having learned something myself.”

— LINDA A. HILL
FACULTY, GMP
IN A CLASS OF ITS OWN.

From case study discussions and small group projects to simulations and dynamic lectures, at HBS you’ll have ample opportunities to deepen your knowledge, broaden your skill set, and collaborate with your peers.

Exceptional Group of Global Peers
At HBS, your fellow participants are as important to your learning experience as the faculty is. Nowhere else can you collaborate with such a diverse and accomplished group of global executives. Over the course of each program, you will develop personal and professional bonds that often last a lifetime.

Renowned Faculty
Every program is led by full-time HBS faculty who are engaged with companies around the globe and draw on real-world experience, extensive research, and proven frameworks to disrupt your way of thinking.

Distinctive Teaching Methodologies
Our programs ensure that you’re a leader—not an observer. Through case studies, lectures, business simulations, and small-group discussions, you’ll gain the strategies, tools, and insights to solve your most challenging problems.

Collaborative Living Groups
At HBS, you will be placed with a carefully selected living group of peers whose members span industries, countries, and functions. This diversity of perspectives enriches your learning experience and expands your global network.

Actionable Learning
Our global curriculum is designed to address real-world challenges. Participants return to their companies with the skills, mindset, and confidence they need to immediately apply what they’ve learned and deliver impact to the business.

Global Approach to Business Management
Our programs provide insights into global business practices gained from our 14 research centers and offices around the world, where the top minds in business, government, and higher education collaborate on groundbreaking research.
The importance of the HBS community can’t be overstated. Every aspect of your stay—the living arrangements, recreational facilities, and community activities—encourages the peer-to-peer interactions that are the heart of the HBS Executive Education experience.

**Premium Accommodations and Amenities**
All participants live on campus in modern, well-appointed living arrangements that feature private bedrooms and bathrooms, spacious common areas, access to a personal computer and state-of-the-art technology, dining facilities, and a range of hotel-style amenities, including housekeeping and dry cleaning.

**Private Fitness and Wellness Offerings**
Our state-of-the-art center features extensive fitness equipment; a walking and jogging track; basketball; racquetball, squash, and tennis courts; a swimming pool; locker rooms with a whirlpool, steam room, and sauna; fitness classes, personal trainers, and nutritionists; and more.

**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.
Comprehensive Leadership Programs
Specially tailored programs for executives at key transition points in their careers.

ADVANCED MANAGEMENT PROGRAM

GENERAL MANAGEMENT PROGRAM

PROGRAM FOR LEADERSHIP DEVELOPMENT

OWNER/PRESIDENT MANAGEMENT

Explore Our Topic-Focused Programs
Offering 50+ intensive programs that explore specific topics in depth.

- Digital Transformation
- Innovation
- Family Business
- Leadership
- Finance
- Marketing & Sales
- General Management
- Negotiation & Decision-Making
- Governance
- Social Enterprise & Nonprofits
- Health Care
- Strategy

Talk with a Program Advisor
For a personalized consultation, contact a member of our Program Advising Team.

Email: executive_education@hbs.edu
Telephone: 1.800.427.5577
(outside the U.S., +1.617.495.6555)

www.exed.hbs.edu/gmp

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