Fast-Track Your Career

Broaden your understanding of business operations and the global marketplace. Develop an end-to-end view of the enterprise and cross-functional skills. Become a more effective negotiator and decision-maker under pressure. Design and implement strategies that create value and competitive advantage. Contribute to corporate success on a higher level.
VISIONARY COMPANIES DON’T JUST DEMAND THE BEST TALENT—THEY CREATE IT AT PLD.

How do forward-thinking companies sustain a competitive edge? They continue to reinvent themselves by fueling a pipeline of visionary leaders. The Program for Leadership Development (PLD) accelerates this process by preparing emerging executives to:

• Master the cross-functional challenges of corporate leadership
• Lead and inspire high-performing global teams
• Develop a personal leadership philosophy and presence that reflects greater confidence and capabilities
• Drive innovation, change, and growth in any economic climate

IS PLD RIGHT FOR YOU?

This flagship program is designed for emerging executives who seek to play a greater role in corporate success. Ideal candidates include:

• Specialists and star contributors with at least 10 to 15 years of work experience who have been identified as outstanding prospects for increased leadership responsibilities
• Managers from any business function and at any level, from project leaders to vice presidents
UP YOUR LEADERSHIP GAME. MAXIMIZE YOUR IMPACT.

Focused on leadership, change, and innovation, PLD deepens your understanding of core business operations and improves your decision-making skills. With broader business knowledge, global perspectives, and leadership insights, you will be ready to identify problems, craft effective solutions, adapt to global market shifts, and be an independent instrument of innovation and change.

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, a 360-degree leadership and personal assessment, and customized feedback. You will emerge with greater self-awareness, understanding, and confidence—as well as a customized action plan for achieving your leadership goals.

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.

Customized Case Project and Personal Action Plan
The personal case is the cornerstone of the PLD learning experience. In Module 2, you will address a performance gap or strategy opportunity facing your organization by building a comprehensive strategy and implementation plan. Throughout the program, the faculty, your living group, and your professional HBS Executive Coach will deliver feedback that will help you fine-tune your personal action plan.

OUR FACULTY
PLD 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.

Prithwiraj Choudhury
TECHNOLOGY AND OPERATIONS MANAGEMENT UNIT
“During PLD, we will explore how global R&D, digital technologies, and AI are reshaping the fundamental nature of work—and how companies will compete in the future.”

Rohit Deshpandé
MARKETING UNIT
“At PLD, it’s all about the questions, not the answers. If you want the answers, go to Professor Google. Here, we teach you how to ask the right questions.”

Elie Ofek
MARKETING UNIT
“Marketing isn’t about clever ads and witty copy. It’s a strategic way of thinking about business opportunities from the perspective of creating and capturing value for customers.”

Laura Morgan Roberts
NEGOTIATION, ORGANIZATIONS AND MARKETS UNIT
“Throughout PLD, participants are on a journey toward becoming their best selves.”

Eugene F. Soltes
ACCOUNTING AND MANAGEMENT UNIT
“By the end of PLD, participants realize the tremendous amount of discretion they have as managers, which—when used appropriately—is a powerful tool.”
Attain HBS Alumni Status
Completing PLD’s four core modules puts you on the path to achieving HBS alumni status. By also completing PLD Module 5 or an additional 10 nights* of HBS Executive Education open-enrollment or custom programs, you will become a lifetime member of the HBS alumni community—gaining exclusive access to our vast global alumni network and an array of resources that facilitate lifelong learning, growth, and success.

The PLD Network
During PLD, you will build rewarding and enduring relationships with your fellow peers—accomplished executives who span a rich array of business functions, industries, and countries. This vibrant and powerful global network will continue to grow as you tap into faculty-led webinars, leadership renewal programs, and PLD reunions and workshops.

Alumni Challenge
During Module 3, your living group will compete to find a winning solution to a current business challenge brought to the program by one of our alumni. Building on your coursework in innovation and collaboration, you will leverage your group’s unique talents and, in the process, learn how to lead diverse teams in a global context. Your living group coach and project faculty advisor will be available to provide feedback via a dedicated portal, online meeting rooms, and teleconferencing.

“PLD revolves around participants, so they can elevate their leadership capacity. Our cross-functional content and collaborative method of instruction equip participants with the competence and character to take on future leadership challenges and responsibilities.”

Joshua D. Margolis
Faculty Chair, PLD, Organizational Behavior Unit

*Calculated by the number of nights spent on campus. For example, a 4-day program may require 3 nights on campus.
A CAREER-CHANGING LEARNING EXPERIENCE.

Centered on leadership, change, and innovation, the PLD curriculum is built around four modules—two on-campus and two distance-learning sessions that feature Harvard Business School Online, a powerful digital platform with interactive learning tools. A fifth optional two-week module is offered on campus. After completing PLD Module 5, you will achieve HBS alumni status.*

Module 1
Distance Learning
12 Weeks
Foundational Skill Building
- Build shared business knowledge and terminology before arriving on campus
- Complete introductory courses in accounting, finance, and quantitative methods
- Prepare for the cases that you will discuss during Module 2
- Identify your customized case challenge on the phone with your HBS Executive Coach
- Set aside 10 to 12 hours each week to complete this work

Module 2
On Campus
2 Weeks
Cross-Functional Business Approach
- Develop an end-to-end view of the business and how all functions interrelate
- Explore strategy, marketing, operations, finance, accounting, and corporate accountability
- Learn how functional strategy, business-unit strategy, and strategy implementation relate
- Understand the role that control systems play in executing strategy
- Analyze the economic, political, and social forces shaping the global business environment

Module 3
Distance Learning
14 Weeks
Strategy Formulation and Implementation
- Complete self-directed work and engage in scheduled exercises and group sessions
- Round out your understanding of strategy by completing Economics for Managers via Harvard Business School Online
- Continue working on your customized case and personal action plan
- Develop your living group’s solution for the Alumni Challenge

Module 4
On Campus
2 Weeks
Leading Change
- Identify what needs to change within your organization
- Expand your portfolio of change management processes and approaches
- Foster innovation, receptiveness to change, and an entrepreneurial mindset
- Present an overview of your customized action plan for feedback
- Work with your living group to present your Alumni Challenge solution

Module 5
On Campus
2 Weeks
Personal Leadership (Optional)
- Develop the self-awareness and emotional intelligence of an authentic leader
- Support your company's financial needs, legal requirements, and ethical obligations
- Become a more effective negotiator and decision-maker
- Create advantage by generating more value for the business and society
- Attain HBS alumni status upon completing Module 5*

*HBS alumni status also may be earned by completing 10 additional nights of our open-enrollment or custom programs.
LIVING AND LEARNING AT HBS.

PLD 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.

“...”

Markus Messerer
CEO, Alltron AG, Switzerland
FOR MORE INFORMATION
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www.exed.hbs.edu/brochure/pld

DATES & PROGRAM FEES
JUL 2019–JAN 2020 SESSION
Program Fee: $52,000
Module 1: 08 JUL–28 SEP 2019
Module 2: 29 SEP–11 OCT 2019
Module 3: 12 OCT 2019–18 JAN 2020
Module 4: 19–31 JAN 2020

DEC 2019–JUN 2020 SESSION
Program Fee: $52,000
Module 1: 03 DEC 2019–22 FEB 2020
Module 2: 23 FEB–06 MAR 2020
Module 3: 07 MAR–13 JUN 2020
Module 4: 14–26 JUN 2020

MODULE 5 (OPTIONAL)
JUL 2019 SESSION
$27,000 • 14–26 JUL 2019

JUL 2020 SESSION
$TBD • 12–24 JUL 2020

Distance learning at your home or office.